BBA La Rochelle
International Management

Programme Specifications & Details
Contents

1. BBA PROGRAMME FRAMEWORK ................................................................. 5

2. PROGRAMME SPECIFICATIONS............................................................. 5
  2.1 Rationale & Aims ..................................................................................... 6
  2.2 Programme Outcomes .......................................................................... 7
  2.3 Programme Learning Goals .................................................................... 9
  2.4 Programme Structure ........................................................................... 9
  2.5 Programme Courses ............................................................................. 11
  2.6 Placements / Internships ......................................................................... 14
  2.7 Project Work .......................................................................................... 15
  2.8 International Study Abroad ..................................................................... 15
  2.9 ‘Humacité’ (Service Learning Programme) ............................................ 15
  2.10 Personal and Professional Development (PPP) .................................... 16
  2.11 Learning Styles & Assessment .............................................................. 16
  2.12 Learning Support .................................................................................. 18
  2.13 Administrative Support ........................................................................ 18
  2.14 Quality and Standards .......................................................................... 19

3. PROGRAMME DETAILS ................................................................................. 20
  3.1 Year 1 ..................................................................................................... 20
  3.2 Year 2 ..................................................................................................... 24
  3.3 Year 3 (for students directly joining Year 3) ............................................. 28
  3.4 Year 4 ..................................................................................................... 33
The contents of this Study Guide is as far as possible up to date and accurate at the date of publication.

Changes and restrictions are made from time to time and La Rochelle Business School reserves the right to add to, amend, or withdraw courses and facilities, to restrict student numbers and to make any other alterations as it may deem necessary. Changes are published by incorporation in the next edition of the Study Guide.

Students should retain their copy during their course but copies will be available for consultation online and in the BBA Programme Office.

It is the responsibility of each individual student to become familiar with all the Business School Regulations that apply to them, and in particular with any changes made to their Programme Regulations.
1. BBA PROGRAMME FRAMEWORK

This BBA Programme in International Management is a general Undergraduate Business Programme with a strong international focus and it is designed for students who are aiming for a career in the global business market.

The Programme has the key underlying objective of developing within its students an understanding of the international environment within which business operates, and providing them with the management skills, language competences and cultural awareness required in managerial positions, at both national and international levels. The international experience offered by the Programme is an important and positive factor in students’ personal development and foreign language skills will give them a competitive edge in the job market.

The Programme has three specific objectives that differentiate it from the School’s other Undergraduate Programmes:

- It aims to equip graduates with an awareness of global managerial culture.
- It prepares future graduates to effectively operate in the international business arena by providing up to 2 years of experience abroad (work and study combination) while paying particular attention to the mastery of foreign languages.
- It aims to support students in developing their personal and professional identities.

2. PROGRAMME SPECIFICATIONS

<table>
<thead>
<tr>
<th>Award(s) and Programme title(s)</th>
<th>Level of qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA La Rochelle</td>
<td>240 ECTS</td>
</tr>
<tr>
<td>‘Diplôme de l’Institut Européen de Commerce et de Gestion’</td>
<td></td>
</tr>
</tbody>
</table>

Admissions criteria:

Entry to Year 1 of the Programme
Admission requirements the 2016 intake are:

- Applicants must possess a French Baccalaureate or equivalent qualification, either in France or abroad.
- Meet the admission test requirements of the Programme:

Direct Entry to Year 2 of the Programme
Admission requirements for 2016 intake are:

- Applicants must have completed one year (60 ECTS) of a higher education degree or diploma, equivalent to the above.

Direct Entry to Year 3 of the Programme
Admission requirements for 2017 intake are:

- Applicants must have completed two years (120 ECTS) of a higher education degree or diploma, equivalent to the above.
### Length and status of the Programme(s) and mode(s) of study

<table>
<thead>
<tr>
<th>Programme</th>
<th>Length (years)</th>
<th>Start dates/months</th>
<th>Mode</th>
<th>Face-to-face, campus-based</th>
<th>Distance learning</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA La Rochelle</td>
<td>4 years</td>
<td>Standard September</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

#### Language of study

- English or French

#### Programme accreditation by Professional, Statutory or Regulatory Bodies (if applicable)

The Programme is accredited by the French Ministry of Education (visa) and holds the international EPAS and AACSB accreditations.

### 2.1 Rationale & Aims

#### Rationale

The essential features of the Programme are:

- **A broad-based and general business curriculum** to develop an understanding of the academic and applied knowledge of the core business disciplines.
- **The acquisition of working methods and tools validated by mandatory internship experience** in France and abroad.
- **Career development skills embedded in the Programme** provided by Faculty, and current data on labour market trends and employers’ requirements which inform the service delivered to students.
- **An intercultural educational experience** with up to 2 full years abroad, both in study and work periods, which enhances awareness of cultural diversity and of different international modes of operation. The Programme offers students a powerful personal and intellectual experience that advances their understanding of global issues, challenges them to study, work, or research in a cultural environment different from their own, and encourages them to develop their sense of self in the world. This also serves as preparation for the high degree of mobility the business world requires.
- **Linguistic ability**: graduates are required to demonstrate mastery of English/French and the working knowledge of a second language.
- **Ethical, social responsibility awareness**: the Programme places significant emphasis on developing a sense of ethical awareness among its students. All students take part in the humanitarian, social or civic project ‘*Humacité*’. This compulsory project is aimed at equipping future managers with the capacity to adapt to issues emerging in different social environments. It also helps them to grow and mature as individuals.
- **A final year specialisation track** to prepare for a first career placement.
Programme Aims

The Programme aims to develop:

- **An understanding of the academic and applied aspects of Marketing, Finance, Law, Economics and Human Resource Management** and an ability to recognise their interdependencies and interactions in an international environment.

- **An understanding the complexities of organisations** and the way in which they are managed and the external environment in which they operate.

- An awareness of, and sensitivity to, their own and others’ cultural background and the international nature of business.

- The student’s ability to **apply theory to practice** through the use of case studies and experiential learning courses.

- A range of **interpersonal and transferable graduate skills** appropriate for a career in international business.

- **A range of intellectual and study skills** appropriate for postgraduate study.

- **The attractiveness of students to potential employers** through a specific approach to the personal development of every student.

2.2 Programme Outcomes

### A. Knowledge and understanding

On completion of this Programme successful students will have knowledge and understanding of:

- **A1.** The functional areas of business (Marketing, Finance, Management, Law, Economics and Human Resources).

- **A2.** Local, national and international external environments in which organisations operate & how they are managed globally.


- **A4.** Social Responsibility and ethical practices in business organisations.

#### Teaching/learning Methods

Students gain knowledge and understanding through a programme of lectures, tutorial classes, workshops and experiential learning courses and through independent study.

#### Assessment Method

Students’ knowledge and understanding is assessed by a variety of assessment methods, both formative and summative. Formal examinations (essay and multiple choices exams) and a range of coursework submissions (written, oral, individual and group based) allow students to demonstrate their understanding of theory and practice and their ability to sustain a coherent and reasoned argument.
### B. Cognitive (thinking) skills

On completion of this Programme successful students will have knowledge and understanding of:

- **B1.** Analyse and evaluate business information for decision-making purposes.
- **B2.** Analyse and solve business problems using appropriate techniques in an organisational environment.

**Teaching/learning Methods**

Students learn cognitive skills through the programme of lectures, tutorial classes, directed reading, coursework and through using case studies, together with an own independent study. Each core course examines key issues and demonstrates how theory and concepts can be applied to the real business world.

The tutorial classes and group activities are particularly important in developing thinking skills as these involve extensive opportunities for the exchange of views and ideas in interactive sessions.

**Assessment Method**

Students’ cognitive skills are assessed by written examinations and coursework. Coursework enables students to demonstrate their ability to assemble a diverse range of material and apply it to the resolution of a particular issue. Written examinations allow students to demonstrate their understanding of a range of concepts and issues within a constrained time period. Students are given formative and summative feedback on their coursework, tutorial presentations and exams to enable them to further progress their skills.

### C. Practical skills

On completion of this Programme successful students will have knowledge and understanding of:

- **C1.** Plan, design and execute a piece of independent and group work.
- **C2.** Design written materials to convey concepts concisely, clearly and accurately and present them orally.
- **C3.** Work effectively within a team to accomplish organisational goals
- **C4.** Demonstrate employability and cultural sensitivity skills in both scholarly and work-based environments.

**Teaching/learning Methods**

Students learn practical skills through a range of learning opportunities, including experiential learning (placement, ‘Humacité’), and tutorial classes.

**Assessment Method**

Students’ practical skills are assessed by a range of coursework, including placement reports, portfolios, presentations (individual and group) and dissertation. They are expected to demonstrate their understanding and competence in a range of skills in the final year courses.
2.3 **Programme Learning Goals**

<table>
<thead>
<tr>
<th>Programme Learning Goals (Graduate Skills)</th>
<th>Teaching/learning Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>On completion of this Programme, successful students will:</td>
<td>Students acquire graduate skills through lectures, seminars and workshops. Skills are integrated into the curriculum of the core courses allowing development and enhancement of the skills throughout the 4 years of study.</td>
</tr>
<tr>
<td><strong>LG1.</strong> Be able to integrate discipline-specific knowledge across functional areas and use team skills to accomplish group tasks.</td>
<td></td>
</tr>
<tr>
<td><strong>LG2.</strong> Have a global perspective.</td>
<td></td>
</tr>
<tr>
<td><strong>LG3.</strong> Be effective communicators.</td>
<td></td>
</tr>
<tr>
<td><strong>LG4.</strong> Be able to identify and evaluate ethical issues as they relate to organisations and their social responsibility.</td>
<td></td>
</tr>
<tr>
<td><strong>LG5.</strong> Be able to effectively access and use information to research and solve business issues.</td>
<td></td>
</tr>
</tbody>
</table>

**Teaching/learning Methods**

Students acquire graduate skills through lectures, seminars and workshops. Skills are integrated into the curriculum of the core courses allowing development and enhancement of the skills throughout the 4 years of study.

**Assessment Method**

Students’ graduate skills are assessed within the Assurance of Learning (AOL) Assessment Plan and Learning Graduate skills are demonstrated and assessed using rubrics for each learning goal through courses, project work or work experience courses.

2.4 **Programme Structure**

**Overall Programme Structure**

The Programme is a 4-year bachelor Programme which combines periods of study in France and abroad, as well as periods of internships. The general course structure is shown below: Students acquire 60 ECTS each academic year. Most courses have three hours a week contact. All courses have formative assessment or activities and summative assessment takes the form of coursework or an examination. Most courses have a mix of assessment types. All students are given feedback on formative work before the summative assessment is completed. Feedback is also given on summative assessment.

Programmes of study are divided into units of learning (courses). Each course has specified learning outcomes and a specified volume of credit at one level only. Courses can also stand alone as coherent credit bearing learning experiences in their own right for which credit is awarded.

<table>
<thead>
<tr>
<th>Year 1</th>
<th>La Rochelle Campus</th>
<th>‘Humacité’</th>
<th>La Rochelle Campus</th>
<th>Internship</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Semester</td>
<td>2nd Semester</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2</th>
<th>La Rochelle Campus</th>
<th>Internship</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd Semester</td>
<td>4th Semester</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3</th>
<th>Academic experience abroad</th>
</tr>
</thead>
<tbody>
<tr>
<td>5th Semester</td>
<td>6th Semester</td>
</tr>
</tbody>
</table>

For Year 3 direct entry

<table>
<thead>
<tr>
<th>Year 3*</th>
<th>La Rochelle Campus</th>
<th>La Rochelle Campus</th>
<th>‘Humacité’</th>
</tr>
</thead>
<tbody>
<tr>
<td>7th Semester</td>
<td>8th Semester</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*For direct entry to Year 3 Students
### Year 1

During the first year of the Programme, students follow a common core of foundation courses which aim to:

- Provide a foundation for understanding the nature of business and of management.
- Provide a grounding in the basic analytical and decision-making skills required by business.
- Develop linguistic skills to enable students to study abroad in Year 3.
- Develop communications and other interpersonal skills.
- Prepare students for their work placement in France.
- Enable students to gain practical experience in a business organisation.

### Year 2

Students continue to follow a Programme of core courses which aim to:

- Encourage students to broaden and apply their knowledge of management tools acquired in Year 1 to business issues in an international environment.
- Prepare students for their first international internship and for study abroad.
- Enable students to develop their language skills, both oral and written.

### Year 3

#### Year 3

The third year is dedicated to academic experience abroad. The Programme followed in partner institutions abroad is an integral part of the curriculum and it provides students with 60 ECTS credits, which count toward the degree.

**or**

#### Year 3*

For students joining the BBA in Year 3, the Programme provides a common core of foundation courses focused on international issues and prepare them for study abroad. The Programme followed in partner institutions is an integral part of the curriculum and it provides students with 30 ECTS credits, which count toward the degree. However, International students may choose to stay in La Rochelle for the second semester of the Year 3.

### 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.
## 2.5 Programme Courses

The Programme of study is divided into courses and units of learning (clusters). Each course has specified learning outcomes and a specified volume of credit. The syllabi of the courses are to be found in the Programme details starting p. 20.

### Year 1: All Year 1 courses are core courses

<table>
<thead>
<tr>
<th>Courses</th>
<th>Semester F or S</th>
<th>ECTS credits</th>
<th>Progression requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management of Organisations</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Fundamentals of Marketing</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Principles of Economics 1</td>
<td>F</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Fundamentals of Human Resources Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Fundamentals of Accounting</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Social and Cultural Trends</td>
<td>F</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>English/French and second language modules</td>
<td>F</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Learning Expedition &amp; Business game</td>
<td>F</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>‘Humacité’ preparation/Personal and Professional Dlp</td>
<td>F</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

- 60 ECTS credits required to progress

<table>
<thead>
<tr>
<th>Courses</th>
<th>Semester F or S</th>
<th>ECTS credits</th>
<th>Progression requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Humacité’ Project &amp; PPP &amp; Final internship BBA1</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Organisational Behaviour</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Fundamentals of Customer relationship</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Financial Analysis</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Principles of Economics 2</td>
<td>S</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Statistics Methods for Business</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Business Law</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>English/French and second language modules</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

- Personal and Professional Development (PPP) | F       | 2            |                          |

### Year 2: All Year 2 courses are core courses

<table>
<thead>
<tr>
<th>Courses</th>
<th>Semester F or S</th>
<th>ECTS credits</th>
<th>Progression requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Marketing Strategy</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Cross-Cultural Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Leadership and Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Information Systems and ERP (Enterprise Resource Plan.)</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>International Economy and Sustainable Development</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Fundamentals of Management Control</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>English/French and second language modules</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Personal and Professional Development (PPP)</td>
<td>F</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

- Marketing Research                          | S               | 4            |                          |
- International Trade Techniques              | S               | 4            |                          |
- Introduction to Logistics                   | S               | 4            |                          |
- Corporate Finance in an International Environment | S | 4 | |
- Quantitative Methods and Decision Making    | S               | 4            |                          |
- Contemporary Issues                         | S               | 5            |                          |
- English/French and second language modules  | S               | 4            |                          |
- PPP & International internship              |                 |              |                          |

1 F: Fall, S: Spring.
### Year 3: Study at Partner University abroad

<table>
<thead>
<tr>
<th>Courses</th>
<th>Semester F or S</th>
<th>ECTS credits</th>
<th>Progression requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students follow an approved course of study at the partner university in accordance with the degree regulations of the host institution. Based on a mutual recognition of courses, credits are transferred to La Rochelle for the French degree.</td>
<td>F + S</td>
<td>60</td>
<td>60 ECTS credits required to progress</td>
</tr>
</tbody>
</table>

### Year 3: Fast track for new international students

<table>
<thead>
<tr>
<th>Courses</th>
<th>Semester F or S</th>
<th>ECTS credits</th>
<th>Progression requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foundation courses</strong>: International Marketing, Fundamentals of Accounting, Financial Analysis, Intercultural Communication, Fundamentals of Management Control, Sustainable Development &amp; Business game</td>
<td>Summer</td>
<td>2</td>
<td>60 ECTS credits required to progress</td>
</tr>
<tr>
<td>➔ International Marketing Strategy</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Human Resources Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ International Management of Organisations</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Corporate Finance in an International Context</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Advanced Excel</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Contemporary Issues</td>
<td>F</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>➔ 2 foreign languages Modules</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Innovation Marketing</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Leadership &amp; Management</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Project Management</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ International Business in Europe</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ International Financial Management</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ European Law</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Organizational Sociology &amp; Social Awareness</td>
<td>S</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>➔ 2 foreign languages Modules</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ &quot;Humacité&quot; Project</td>
<td>S</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

2 F: Fall, S: Spring.
### Year 4: This is comprised of core and specialisations courses

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>Semester</th>
<th>ECTS credits</th>
<th>Progression requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>§ Dissertation Methodology</td>
<td>F</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>§ Cost and Budgeting Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ International Strategic Management</td>
<td>F</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>§ 'Grand Oral' or Foreign Language</td>
<td>F</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>§ International Business Game</td>
<td>F</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>§ Distribution and Channel Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ eCommerce</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Business to Business Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Sales Force Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Brand Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Luxury Communication</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Luxury Economics</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Luxury Brand Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Consumer Behaviour in Luxury Business</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Luxury Marketing</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Diversity Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ International Human Resources Management</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Negotiations &amp; Work Relations</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Social Management &amp; HR Performance</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Social &amp; Professional Risks</td>
<td>F</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>§ Financial Markets</td>
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<td>§ Audit Technics</td>
<td>F</td>
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<td>§ Mergers and Acquisitions</td>
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<tr>
<td>§ Risk Management</td>
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<tr>
<td>§ International Tax Law</td>
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<tr>
<td>§ Purchasing Issues &amp; Man Management</td>
<td>F</td>
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<tr>
<td>§ Production Management</td>
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<tr>
<td>§ Supply Chain &amp; Sustainable Development</td>
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<tr>
<td>§ International Supply Chain Management</td>
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<td>§ Logistics Information Systems</td>
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<tr>
<td>§ Business Plan</td>
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<tr>
<td>§ Innovation &amp; Law</td>
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<tr>
<td>§ Entrepreneurship &amp; Intrapreneurship</td>
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<tr>
<td>§ Entrepreneurship &amp; Social Innovation</td>
<td>F</td>
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<tr>
<td>§ Business Development</td>
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</tbody>
</table>

60 ECTS credits required to validate the year and be presented to the award committee.
## Core Courses

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>Semester F or S</th>
<th>ECTS credits</th>
<th>Progression requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>➔ Innovation Marketing</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Leadership &amp; Management</td>
<td>S</td>
<td>4</td>
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<tr>
<td>➔ Project Management</td>
<td>S</td>
<td>4</td>
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<tr>
<td>➔ International Business in Europe</td>
<td>S</td>
<td>4</td>
<td></td>
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<tr>
<td>➔ International Financial Management</td>
<td>S</td>
<td>4</td>
<td></td>
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<tr>
<td>➔ European Law</td>
<td>S</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>➔ Organizational Sociology</td>
<td>S</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>➔ 2 foreign languages modules</td>
<td>S</td>
<td>4</td>
<td></td>
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</tbody>
</table>

### 2.6 Placements / Internships

#### Placement requirements

All students are required to undertake placement or internship courses in Years 1, 2 and 4.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1</strong></td>
<td></td>
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</tbody>
</table>
| ‘Humacité’                        | ➔ Humanitarian, social or civic project  

To acquire a wider vision of the company:

- Understand the company’s management methods and its corporate culture.
- Relate the company’s activity to its competitive environment.
- Develop ability to adapt to a professional environment.
- Discover the realities of customer relations.
- Master sales discussion techniques.
- Learn to observe and decipher behaviours.

<table>
<thead>
<tr>
<th><strong>Year 2</strong></th>
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</thead>
</table>
| Cap’Entreprise³                   | 2 months  

Discover an environment that is economically, socially and culturally different from one’s own.

- Learn how a foreign business functions.
- Develop flexibility, autonomy and taking on responsibility.

<table>
<thead>
<tr>
<th><strong>Year 3</strong></th>
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</table>
| Management level Internship       | 6 months  

Connect students to employers and employment arenas in their chosen fields.

- Significant experience over a 6-month period with increasing responsibilities, requiring a high level of autonomy.
- Provide a bridge between final year of an undergraduate degree and graduate Programme or work.

Students are encouraged to begin to plan their placements/work experience at least a semester before starting the placement.

The Business Centre advises students on how to find, negotiate and prepare for a placement in France and abroad. Its services include:

- Online information on job, functions and sectors, careers information.
- Workshops on CV writing, interviewing and online job searches.
- Workshops with professional executives explaining corporate expectations and desired graduate attributes.
- Online portal for students and employers providing internship and job offers; allowing students to post their CVs (accessible by employers).

³ Discovering the Corporate Environment.
Students on placement are allocated an academic tutor for the placement who will advise on any issues raised by the student, particularly relating to assessment. Skype tutorials are given periodically during the placement and tutor visits wherever possible. All students on placement must complete an induction and a risk assessment prior to starting the placement.

2.7 Project Work

The Programme offers considerable opportunities for students to learn through engagement in individual and group projects and practical work. There is a strong emphasis within the Programme on the learning of applied skills and most courses involve some element of practical course work.

2.8 International Study Abroad

International requirements

All students are required to undertake an academic period of study abroad in Year 3. Students travelling abroad are supported by the Programme and the International Relations Department, which provides support before and during their period of study abroad, by means of:

- Information seminars prior to departure (practical information, education systems, etc.),
- On site visits to ensure that the Programme is working well and is providing a suitable Programme,
- Administration of student mobility funding programmes such as the European Erasmus grants.

Students studying abroad receive support from their tutor at the host institution or from the La Rochelle Year 3 Coordinator who will advise on any issue raised by the student.

Additional year variants e.g. Gap Year

Students may take a gap year (“interruption of study”) provided they comply with the academic policies and regulations of their Programme. Students must obtain the approval of their Programme Director and on their return must comply with the academic regulations of the year in which they resume their studies.

2.9 ‘Humacité’ (Service Learning Programme)

‘Humacité’ requirements

‘Humacité’ is a key component in the School’s approach to personal and professional development. All students are required to devote 2 months to a humanitarian, social or civic project, in France or abroad to deliver services which benefit the local communities.

Its key objectives are to:

- Open students to the human and social realities of the world,
→ Develop humility, a sense of commitment to serving others, respect for others and their differences,
→ Educate future citizens and managers who are aware of their duty and responsibilities to society as a whole,
→ Contribute to students’ employability.

2.10 Personal and Professional Development (PPP)

In line with its mission, the Programme recognises the importance of helping all students to build their personal and professional project and offers a specific student support and advisory system ‘Professional and Personal Project’ for this purpose within the mandatory core curriculum of the Programme.

The ‘PPP’ Programme includes taught courses delivered by academic advisors and consultants. It uses interactive sessions and personal interviews to enable students to develop their self-knowledge by analysing the experience gained from the assignments, internships, humanitarian projects and student association projects, which are part of their experiential learning. Thus, the ‘PPP’ Programme supports students in the definition and implementation of their personal and professional project and allows them to give meaning to their choice of education pathway and periods of experience (internships, projects, etc.).

The ‘PPP’ Programme includes activities such as:
→ Participation in events and work-related conferences and seminars,
→ Meetings with professionals,
→ Insight into career paths and occupations in business,
→ Internships in France and abroad and the recording of accomplishments,
→ Workshops to acquire specific skills: writing CVs and covering letters, search skills for finding an internship in France or abroad, recruitment techniques,
→ Support for placements abroad,
→ Self-awareness development: a personal review of academic and professional skills, personality traits that may support positioning and career choices.

2.11 Learning Styles & Assessment

<table>
<thead>
<tr>
<th>Assessment</th>
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<tbody>
<tr>
<td>Students must attend and complete the requirements of all courses (lectures, practical work, tutorials and periods of schools practice or professional placements) in order to gain credits for a course. Each course is assessed by a combination of coursework and examination – the weighting is published at the beginning of each course.</td>
</tr>
<tr>
<td>→ <strong>Coursework:</strong> Students are required to perform coursework as part of the requirements of their programme of study. The assessment of coursework may be based on essays, case studies, individual or group presentations, research-based projects etc.</td>
</tr>
<tr>
<td>→ <strong>Examinations:</strong> Examinations are organised throughout the academic year and the examination timetable is published two weeks prior to commencement.</td>
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</tbody>
</table>
### Institutional Marking Scale

All courses which are marked on a numerical scale are assessed on a scale from 1 to 20. Courses which are not assessed on a numerical scale are assessed on a pass/fail basis.

### Academic Progression

The Programme requirements are organised into individual courses for each academic year and teaching units (clusters) for each academic year. In order to progress with their class, students must obtain credit for the academic year by satisfactory attendance at lectures and tutorials, by carrying out the required coursework and examinations and successfully completing the minimum requirements for each course and cluster of their academic year.

The Programme Board assesses the standing of the students in each academic year and declares their progression on condition that they satisfy the following two requirements simultaneously:

- An average higher than or equal to 10/20 in each cluster,
- An average higher than or equal to 7/20 in each course that is a part of each cluster.

If the student has failed one or more courses, the Exam Board can either:

- **Condone the course and allow admission to the following year** (additional work may be requested) provided that there is evidence of sufficient academic performance in the other courses taken in the year, demonstrated by above average grades for individual courses.
- **Pronounce a conditional pass to the following year** if the student has failed one course per semester corresponding to a maximum total number of 10 ECTS. In this case, the student is referred to the following examination session for the same course(s) or equivalent course(s).
- **Require the student to repeat the academic year or part of it** if the student has failed several courses corresponding to a total number of ECTS (higher than 6 and lower than or equal to 12) by following instruction and taking the prescribed assessment credits. The students may, at the Board’s discretion, keep all passed courses or clusters on record and only the grades of the repeated courses will replace the previously failed grades. The student may not repeat an academic year more than once throughout his/her programme of study, except by special permission. The student may however waive this opportunity and apply to repeat the year in full. If the student has failed several courses corresponding to a total number of ECTS higher than 12, the Board will rule in favour of repeating the year in full.

### Graduation requirements

**Students are eligible for the degree award if** they have:

- Successfully completed the minimum requirements for each teaching unit of their Programme (240 ECTS),
- Satisfied the requirement of 52 weeks placement experience minimum,
- Satisfied the requirements of ‘Humacité ‘Project, the Community Service Programme,
- Submitted and validated the final dissertation (minimum grade is 10/20),
- Obtained a TOEFL score of 74 points minimum (if English is not the native language) and a B1 score for their second foreign language.
Students directly joining Year 2 are eligible for the degree award if they have:

- Successfully completed the minimum requirements for each course of the academic years (180 ECTS),
- Satisfied the requirement of 44 weeks placement experience minimum,
- Satisfied the requirements of the ‘Humacité’ Project,
- Submitted and validated the final dissertation (minimum grade of 10/20),
- Obtained a TOEFL score of 74 points minimum (if English is not the native language) and a B1 score for their second foreign language.

Students directly joining Year 3 are eligible for the degree award if they have:

- Successfully completed the minimum requirements for each course of the academic years (120 ECTS),
- Satisfied the requirement of 30 weeks placement experience minimum,
- Satisfied the requirements of the ‘Humacité’ Project,
- Submitted and validated the final dissertation (minimum grade of 10/20),
- Obtained a TOEFL score of 74 points minimum (if English is not the native language) and a B1 score for their second foreign language.

The Graduation Board may propose one of the following measures to students who fail to satisfy the graduation requirements with their class:

- Provide an extension of one year to allow students to complete the relevant assessments,
- Provide a certificate of attendance to students whose academic performance does not meet the minimum requirements.

2.12 Learning Support

Student support is provided by a combination of Faculty, experiential learning advisors and administrative service staff. The Faculty includes the Director and Director of Studies and individual subject faculty members. Experiential learning advisors are permanent staff members who organise and supervise students for their work experience internships, humanitarian project assignments and student association activities.

2.13 Administrative Support

The Registry offers a one-stop point of contact to deal with all students’ administrative needs including registration paperwork, timetabling, delivery of certificates, grade transcripts, submission of assignments etc.
All students have clearly identified advisors for each aspect of their administrative needs in one place. An English-speaking International Advisor is also available for international students.
2.14 Quality and Standards

Programme Learning Goals (Graduate Skills)

La Rochelle Business School has a framework in place to ensure that the standards of its Programmes are maintained, and the quality of the learning experience is enhanced.

Quality assurance and enhancement processes include:

- The academic oversight of Programmes by the Internal Review Committee and Programme Committee, which include student representation.
- The oversight of Programmes by external examiners (AACSB, EPAS and French Ministry of Education), who ensure that standards are comparable with those elsewhere in the sector.
- Annual monitoring and periodic review of Programmes.
- The acquisition of feedback from students via the ISO annual survey.

Date on which this Programme information was updated: March 15th, 2017

BBA Programme web page: [http://www.esc-larochelle.fr/eng/Programmes/Bachelor-Programmes/Bachelor-in-International-Business-BBA/Objectives](http://www.esc-larochelle.fr/eng/Programmes/Bachelor-Programmes/Bachelor-in-International-Business-BBA/Objectives)

PLEASE NOTE

The information above provides a concise summary of the main features of the Programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided.

Detailed information on the learning outcomes, content, delivery and assessment of courses can be found in the course descriptions.

La Rochelle Business School reserves the right to modify this overview in unforeseen circumstances, or where the process of academic development, based on feedback from faculty, staff, students, external examiners or professional bodies, requires a change to be made.
3. PROGRAMME DETAILS

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

3.1 Year 1

<table>
<thead>
<tr>
<th>MARKETING</th>
<th>FUNDAMENTALS OF MARKETING</th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

Marketing is the art of finding the right technical and psychological tools aiming at creating a positive and sustainable brand perception in a psyche. Ultimately, the objective is to make a target purchase a product, regardless of his/her needs since desire is at the pinnacle of the marketing effort. In this course, students will then be introduced to the possibilities that exist in a marketing world through the study of spearhead marketing components such as mix, customer experience, branding and advertising, consumer behaviour, life cycles, portfolios, and distribution issues.

**Intended Learning Outcomes (ILOs)**

→ Identify and memorise the marketing vocabulary.
→ Describe basic consumer behaviours and advertising techniques.
→ Classify the components of a marketing-mix, a value chain, a market survey, and a product portfolio.
→ Differentiate pricing constraints.
→ Select distribution priorities.

<table>
<thead>
<tr>
<th>MARKETING</th>
<th>FUNDAMENTALS OF CUSTOMER RELATIONSHIP</th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

The aim of the course is to:

- Introduce to students the basics of customer relationship, the fundamental concepts of the processes, strategies, and technologies of Customer Relationship Management,
- Develop students’ practical skills in applying Customer Relationship Management principles to analyze customer data and create solutions for a specific business.

This course combines lectures, simulations and briefings.

**Intended Learning Outcomes (ILOs)**

→ Describe the main functions of industry-proven solutions for Customer Relationship Management.
→ Demonstrate creative problem solving skills in formulating specific strategies for the implementation and administration of Customer Relationship Management in specific business organisations.

<table>
<thead>
<tr>
<th>STRATEGY &amp; CSR</th>
<th>MANAGEMENT OF ORGANISATIONS</th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

The course enables students to explore the foundations of organisations theory:

- What it challenges regarding the conduct of business: the organisational dimension of the firm; the importance and the role of organisations in contemporary society, the influence of the latter on modern organisations, etc.
- In terms of its conceptual basis: management methods, structures and organisational patterns, diagnosis and analysis tools, the manager’s vocabulary and skills, etc.
Intended Learning Outcomes (ILOs)

→ Memorise and explain the theoretical and conceptual foundations of the theory of organisations.
→ Apply organisational theory and concepts to situations.
→ Explain the manager's job, be a manager by his self-knowledge and know-how.
→ Evaluate and critique the evolutions and transformations of the surrounding world and their impact on corporations.

ECONOMY & FINANCE

STATISTICAL METHODS FOR BUSINESS

24 HRS 4 ECTS

This course applies statistical methods in a business environment in order to address business related questions and help to make evidence based decisions. In this course, students will learn to apply commonly used statistical methods in business environments and how to interpret analyses performed by others.

Intended Learning Outcomes (ILOs)

→ Use descriptive statistics and graphical methods to accurately summarise data.
→ Design and plan basic experiments in order to estimate parameters.
→ Conduct, interpret, and apply hypothesis testing.
→ Use descriptive statistics and simple linear regression to describe the relationship between two variables.

ECONOMY & FINANCE

BUSINESS LAW

24 HRS 4 ECTS

This course introduces 1st Year students to key subjects and issues in business law of particular interest to the international manager. It concentrates on corporate law -how business organisations are structured- and the legal rules applicable to trans-border flows of goods and services.

This course introduces students to basic legal concepts, principles and procedures in Company Law. It is designed to provide students with a general understanding of the structure of the French and European corporate legal system including the role of the judicial, legislative, and executive branches and law enforcement; basic categories of law and litigation principles.

Intended Learning Outcomes (ILOs)

→ Explain conceptual vocabulary of international business law.
→ Applying these concepts to business issues and situations.
→ Identifying basic legal issues and categorising them according to areas of law.
→ Recognising the incumbent issues in the Commercial arena.
→ Analysing the organisation of the French and European legal systems including the role of the judicial, legislative and executive branches.
→ Analysing various ethical and professional issues facing legal professionals.
→ Recognising legal vocabulary and knowledge of applied legal theory.
→ Using the library and understanding the law or legal texts and brief cases.
**ECONOMY & FINANCE**  **PRINCIPLES OF ECONOMICS**  **48 HRS | 4 ECTS**

Economics is the social science of choices. The aim of this course is to introduce students to what it means to “think like an economist”. The course begins with the foundations that underlie all of economics. We then divide and explore the two broad divisions within economics: microeconomics, which looks at individual agents’ behavior and their interactions in markets, and macroeconomics, which deals with broad trends of the economy. To tie theoretical concepts to the real world, the lectures will be organized along a set of practical applications.

**Intended Learning Outcomes (ILOs)**
- Appraise the domain of economics as a theory of human action.
- Discern the main analytical tools which are used in economics.
- Critique and rate conclusions derived from economic analysis - Derive implications for policy and day-to-day life.
- Prescribe potential economic solutions for current topics.

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**ECONOMY & FINANCE**  **FUNDAMENTALS OF ACCOUNTING**  **24 HRS | 4 ECTS**

This course presents the fundamental principles of accounting. It introduces accounting cycle and corporate financial statements. The aim of this module is threefold: (1) provide students with the fundamental Principle of accounting (2) get them acquainted with the associated tools, and (3) provide an understanding of corporate financial statements prepared using internationally accepted financial standards.

**Intended Learning Outcomes (ILOs)**
- Explain and use the accounting terminology of financial accounting and reporting.
- Explain the application of the basic principles of accounting.
- Define the basic elements of financial statements: assets, liabilities, capital, expenses, revenue, gains and losses.
- Record transactions in journals, post to ledger accounts, and prepare a trial balance.
- Prepare financial statements from adjusted trial balance: balance sheet and income statement.

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**ECONOMY & FINANCE**  **FINANCIAL ANALYSIS**  **24 HRS | 4 ECTS**

This course focuses on the practical application of financial statement analysis. The purpose of this course is to teach students the key analytical skills involved in reading and interpreting the financial position of a firm using financial statements, knowledge of the industry and information about the marketplace to make better business decisions.

**Intended Learning Outcomes (ILOs)**
- Purpose of financial analysis and reporting.
- Importance of financial statements for creditors.
- Calculation of financial ratios.
- Potential ethical issues in the financial process.
This course aims to introduce students to the field of Human Resources Management (HRM). The importance of this field and its relation with other aspects of the organisation and organisational effectiveness will be made clear. Furthermore, the main concepts in this field will be explained and the underlying theories and processes will be discussed. Training, development, communications, motivation, recruitment, selection and rewards systems will be covered. Finally, the changing role of HRM in corporations is outlined and the need for different skills and competencies nowadays is stressed.

**Intended Learning Outcomes (ILOs)**

- What is HRM and why is HRM important to an organisation?
- Recruitment and selection processes.
- Training and development.
- Communications.

The main aim of this course is to study all the different facets of corporate life from the creation of an organisation, its structure to all other aspects that characterise a modern-day corporation. Beginning with the individual and the group, the course examines phenomena such as personality, motivation and leadership which impact on the future success of the organisation. It also illustrates the importance of corporate design.

**Intended Learning Outcomes (ILOs)**

- Understand the main principles of how an organisation works.
- Understand the behaviour and the personality of individuals and groups in the organisation.
- Identify the different functions and responsibilities of a manager/leader in the global marketplace.
- Assimilate the factors that motivate individuals and groups.
- Position oneself at a personal level with regards to taking on future corporate responsibilities.
3.2 Year 2

**MARKETING** | **INTERNATIONAL MARKETING STRATEGY** | 24 HRS | 4 ECTS
--- | --- | ---

International marketing reflects the trend of firms selling products and services across many markets. By integrating concepts and practice, the course will discuss in particular the following issues:

- to what extent can activities and products be standardized in the contemporary global economy?
- how relevant are differences in culture and in the legal and political environments?
- is there a "country-of-origin" effect?
- how do we transfer knowledge acquired in one market to other markets?
- how do we manage the sequence and integration of marketing in different countries?
- how do we link marketing to production and organizational choices? which are the possible options to enter a new market?

**Intended Learning Outcomes (ILOs)**

- Critically analyze and propose well-justified solutions to key global marketing issues.
- Critically propose well-justified solutions to key global marketing issues.
- Analyze, compare and design strategic plans to enter foreign markets.

**MARKETING** | **MARKETING RESEARCH** | 24 HRS | 4 ECTS
--- | --- | ---

This course provides students with the skills and tools needed to understand and evaluate marketing research. Marketing research involves developing research questions, data collection, analysis and inference, all with a view to making better marketing decisions. The research process is a sequence of steps that must be completed when answering a research question. Marketing research is vital in the assessment of new business opportunities, go/no go decisions for new products, pricing and product design issues, among other business issues.

**Intended Learning Outcomes (ILOs)**

This course covers seven identified steps in a research process:

- Problem formulation.
- Determination of the research design.
- Design of data collection tools.
- Sample design.
- Data collection.
- Analysis of results.
- Presentation of results via a report and/or a presentation.

Conduct a simple market research project, of the quantitative type, of the qualitative type, or both (from problem formulation, choice of methodology, survey design, and sampling to presentation of results).
Import and export operations: logistics, customs, finance, risk management, documents. The course follows the chronological steps of an import/export operation. It is modelled on the reality of an operation as it occurs in business, to allow students to visualise the steps and validate the acquisition of the specific techniques.

**Intended Learning Outcomes (ILOs)**

How to take into account the main elements to consider when realising an international sale contract:
- Price and risk management.
- Transport and delivery conditions.
- Terms, techniques and means of payment.

"Introduction to logistics" is one of the first logistics class that students from the BBA Programme follow. This course aims at giving the key concepts to students. They will discover overall logistics through its tasks, jobs and some operational tools.

**Intended Learning Outcomes (ILOs)**

- Memorise, describe and compare the logistics organisations and specific vocabulary.
- Recognise the place of the logistics department within a company (activities, relations to other departments).
- Use some operational tools used in logistics.
- Discover green logistics.

The international economic structures of the world are undergoing enormous change. We seek to understand the key elements of this change, to analyse what point we have already reached in this global shift and to see which paths are sustainable and will lead to the most promising future. Thus the course will clarify if the current paradigm in international economy, international finance and macroeconomic regulation is sustainable. This question will be enriched by an analysis of the impacts of changing environment on management and citizenship through the concepts of Corporate Social Responsibility (CSR) and Sustainable Development.

**Intended Learning Outcomes (ILOs)**

- Explain international trade theories, the changing global economy and the globalisation debate (economic, social and ecological limits).
- Explain how environment influences international economy, international management, the consumer and all the society.
- Explain the concept of Corporate Social Responsibility and to show how climate change action can be a business opportunity.
- Develop critical thinking skills.
This course provides students with the conceptual and practical knowledge that will allow him / her to operate an Integrated Management Software (ERP).

**Intended Learning Outcomes (ILOs)**

- Explain the concepts of Enterprise Information Systems (IS) / Integrated Management Software (ERP).
- Identify the different constitutive dimensions of an ERP (Technical Dimension, Organizational Dimension and Managerial Dimension).
- Identify the issues related to the exploitation of IS by companies.

**ECONOMY & FINANCE**

**FUNDAMENTALS OF MANAGEMENT CONTROL**

The aims of this course is to provide a clear and comprehensive introduction to the main principles of Management Accounting.

This course allows students to evaluate Management Accounting principles and to strategically devise and apply relevant Management Accounting techniques for decision making.

Emphasis is laid on the strategic use of Management Accounting in a wide range of organisations.

**Intended Learning Outcomes (ILOs)**

- Accumulate, classify, summarise and report information that will assist managers in making decisions.
- Explain the role of a management accountant in providing relevant information to the management of an organisation for decision - making, planning and controlling.
- Examine how accounting information can be applied to different forms of short-term decisions.

**ECONOMY & FINANCE**

**CORPORATE FINANCE IN AN INTERNATIONAL ENVIRONMENT**

This course concerns all the elements that affect the finances of a company when it crosses an international border.

When it does so, many factors change. Some of the changes may be big, others small, according to the countries.

Students will learn about the factors such as: the financial system, the legal environment, currency changes, regulatory problems, and how to evaluate their impact on international firms.

**Intended Learning Outcomes (ILOs)**

- Apply the processes and techniques used to make international investment decisions.
- Explain the influence of international business on financial management.
- Perform an ethical analysis of the financial rules governing multinational companies' financial.
ECONOMY & FINANCE

QUANTITATIVE METHODS AND DECISION MAKING

24 HRS 4 ECTS

Study of the quantitative methods for decision making, in particular the application of mathematical and statistical models in the analysis of problems related to economic and administrative sciences. The main topic includes probability and decision making analysis, game theory, analysis under uncertain conditions, and network analysis.

Intended Learning Outcomes (ILOs)

- Identify and diagnose problems.
- Select the quantitative technique or model appropriate in problem solving and decision making situations.
- Apply various quantitative models in decision making situations.
- Interpret results and the impacts they have upon the problems being studied.
- Decide the appropriate course of action based on the quantitative analysis performed.

HUMAN RESOURCES

LEADERSHIP AND MANAGEMENT

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 behaviour in organisations.

This course will focus on the principles and procedures that relate to leadership in a team environment. It emphasises the practical application of concepts related to self-awareness, teamwork, motivation, conflict management, leadership, decision making, national and organisational 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)

- The manager’s individual behaviour.
- Complexities of group dynamics and organisational systems.
- Concepts for leadership at work (overall, individual, group and organisational).
- Leadership and job satisfaction.

HUMAN RESOURCES

CROSS-CULTURAL MANAGEMENT

24 HRS 4 ECTS

This course provides an introduction to the field of cross-cultural management. It explains and discusses the increasing importance of cross-cultural management as well as the external factors that have led to this. It gives an overview of the main theories, frameworks and concepts of cross-cultural management and will focus on some emerging countries in particular, like China, India, Brazil, Germany and the USA. It will also present different concepts in relation to cross-cultural management, like teamwork, negotiation, expatriation and the different levels of culture.

Intended Learning Outcomes (ILOs)

On successful completion of this module, students should be able to:

- Explain the importance of cross-cultural management.
- Analyse cultures by the use of frameworks and theories seen in class.
- Apply the concepts and theories to different situations.
- Explain cross-cultural communications, negotiation, expatriation and teamwork.
- Describe and understand the culture of some major world economies.
3.3 Year 3 (for students directly joining Year 3)

**MARKETING** | **INTERNATIONAL MARKETING STRATEGY** | 24 HRS | 4 ECTS
---|---|---|---

International marketing reflects the trend of firms selling products and services across many markets. By integrating concepts and practice, the course will discuss in particular the following issues:
- to what extent can activities and products be standardized in the contemporary global economy?
- how relevant are differences in culture and in the legal and political environments?
- is there a "country-of-origin" effect?
- how do we transfer knowledge acquired in one market to other markets?
- how do we manage the sequence and integration of marketing in different countries?
- how do we link marketing to production and organizational choices? which are the possible options to enter a new market?

**Intended Learning Outcomes (ILOs)**

- Critically analyze and propose well-justified solutions to key global marketing issues.
- Critically propose well-justified solutions to key global marketing issues.
- Analyze, compare and design strategic plans to enter foreign markets.

**MARKETING** | **INNOVATION MARKETING** | 24 HRS | 4 ECTS
---|---|---|---

Generate new ideas, identify opportunities, select and validate high value innovations. Define the launch strategy.

**Intended Learning Outcomes (ILOs)**

**Innovation Marketing:**

- Understand the different innovation typologies.
- Innovation from innovators’ perspective.
- The stakes of innovation: why innovate?
- Taking ownership of innovation marketing approaches.

**Foster the generation of new ideas**

- Understand how to challenge paradigms: from the product to the customer experience.
- Recognise environmental interruptions.
- Use intelligence tools and marketing analysis.
- Observe new behaviours of the customer journey concerning the global product.
- Evaluate key skills of organisations.
- Discover new perspectives by simple ideation and cross fertilisation.

**STRATEGY & CSR** | **PROJECT MANAGEMENT** | 24 HRS | 4 ECTS
---|---|---|---

The growing interest in project management stems from the pressures of modern business on the increasing complexity of products; on the demand for integrated organisational teamwork; on the dramatically shortened time-to-market periods; on the need for higher level of organisational efficiency. This course introduces the basic principles, processes, and tools of modern project
management. It covers both general business project management and information technology specific project management. Strategic implications of project management to organisational strategy will be addressed. The course will also cover management issues associated with package software implementation and outsourced projects. Students will use currently available project management software tools to successfully plan and execute projects.

**Intended Learning Outcomes (ILOs)**

- Acquisition and use of organisational tools and of project control (scheduling).
- Cost control, human means and delays, quality assurance.
- Development of communications and leadership skills for efficient dialogue with functional managers and pilot a team project.
- Enlargement of vision towards other areas of expertise (contract law, economy...).
- Specific management of organisational adaptation of markets and national and international regulations.

**STRATEGY & CSR**

<table>
<thead>
<tr>
<th>INTERNATIONAL MANAGEMENT OF ORGANISATIONS</th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

We are now in a global economy. Thus, the question of the internationalization of the firms has become fundamental. Cost reductions, search for new levers of growth, and intense competitive pressure are factors that motivate firms to enlarge their perimeters of activities. The purpose of the International Management of Organizations class is to better understand the strategies of internationalization of the firms, the modes of internationalization employed, and the associated organizational implications. The understanding of the strategic and organizational processes needs to be studied through the lens of the internal and external context of the concerned firms.

**Intended Learning Outcomes (ILOs)**

The purposes of the class are fourfold:

- To master the vocabulary associated to the International Management of Organizations.
- To be able to understand and analyze the strategies of internationalization of firms.
- To be able to understand and analyze the organizational implications of the strategies of internationalization.
- To put into perspective the practices of the multinational corporation through an analysis of the societal issues.

**STRATEGY & CSR**

<table>
<thead>
<tr>
<th>INTERNATIONAL BUSINESS IN EUROPE</th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

Europe has transformed radically in the post-WW2 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. 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 globalised 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)**

- Criticise business and management issues in relation to the concept and entity of Europe in its historical, cultural, political and economic environments.
- Explain 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.

**ECONOMY & FINANCE**

**FINANCIAL DECISION MAKING**

The course of Financial Analysis is aimed to develop critical thinking and problem solving competencies, at both the individual and group levels, of financial statement analysis, working capital management, and financial ratios analysis.

**Intended Learning Outcomes (ILOs)**

Understand the purpose of basic financial statements and their contents.

- Describe "financial management" in terms of the three major decision areas that confront the financial manager.
- Compare income statements using vertical and horizontal analysis.
- Define the Working Capital, provide a clear example of the formula, and explain why it's an important concept in business.
- Define, calculate, and discuss a firm’s operating cycle and cash cycle.
- Define, calculate, and categorise (according to liquidity, financial leverage, coverage, activity, and profitability) the major financial ratios and understand what they can tell us about the firm.
- Define, calculate, and discuss a firm’s operating cycle and cash cycle.
- Understand the limitations of financial ratio analysis.

**ECONOMY & FINANCE**

**ADVANCED EXCEL**

Study of the quantitative methods for decision making, in particular the application of mathematical and statistical models in the analysis of problems related to economic and administrative sciences. The main topic includes probability and decision making analysis, game theory, analysis under uncertain conditions, and network analysis. Includes simulations with Excel.

**Intended Learning Outcomes (ILOs)**

- Identify and diagnosed problems.
- Select the quantitative technique or model appropriate in problem solving and decision making situations.
- Apply various quantitative models in decision making situations.
- Interpret results and the impacts they have upon the problems being studied.
- Decide the appropriate course of action based on the quantitative analysis performed.
This course presents students with the European Union, understood as a geographic expression, a cultural heritage, a political project, and a market. Institutional Arrangements and substantive policies both will be considered.

**Intended Learning Outcomes (ILOs)**

- To explain the significance of the European Economic area.
- To explain the architecture and operation of the principal European Union (EU) institutions.
  - To analyse the competence of the EU, the European Central Bank (ECB), European Free Trade Association (EFTA), and the Council of Europe.
- To identify the key points of European competition policy and what they mean for the business in or within the EU.
- To explain what the Euro is and how European monetary policy is implemented.
- To develop a project identifying the sources of European law and what influences its development.

This course analyses financial problems corporations face that result from operating in an international environment. Major topics covered are corporate strategy and the decision to invest abroad, forecasting exchange rates, international portfolio diversification, managing exchange risk, taxation issues, cost of capital and financial structure in the multinational firm, and sources of financing. The course will combine theory and real case studies both from the Corporate word and from Investment Banking. Each case study, coming from the real word and recent will address the challenges company's management have to face in their international development.

**Intended Learning Outcomes (ILOs)**

- Analyse financial datas of the firm and set up a financial diagnosis.
- Outline the action plan to optimise the level of capital employed by the manager in order to increase the ROCE and select new Capex.
- Identify and analyse the objectives of the funds providers and participating to the company's financial risk management.
- Prepare an action plan to increase thee worth creation.
- Assess properly investment and financing decisions.
- Value properly listed, non-listed assets, brands, intangibles.

This course aims to introduce students to the field of Human Resources Management (HRM). The importance of this field and its relation with other aspects of the organisation and organisational effectiveness will be made clear. Furthermore, the main concepts in this field will be explained and the underlying theories and processes will be discussed. Training, development, communications, motivation, recruitment, selection and rewards systems will be covered. Finally, the changing role of HRM in organisations is outlined and the need for different skills and competencies nowadays is stressed.
**Intended Learning Outcomes (ILOs)**

- What is HRM and why is HRM important to an organisation?
- Recruitment and selection processes.
- Training and development.
- Communications.

**HUMAN RESOURCES** | **LEADERSHIP AND MANAGEMENT** | 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 behaviour in organisations.

This course will focus on the principles and procedures that relate to leadership in a team environment. It emphasises the practical application of concepts related to self-awareness, teamwork, motivation, conflict management, leadership, decision making, national and organisational 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)**

- The manager’s individual behaviour.
- Complexities of group dynamics and organisational systems.
- Concepts for leadership at work (overall, individual, group and organisational).
- Leadership and job satisfaction.

**CULTURE** | **ORGANIZATIONAL SOCIOLOGY** | 24 HRS | 4 ECTS

Through this course, students will learn the history and theory of organizations, from craftmanship to Toyotism, as well as the main tools to understand people’s behavior in work environment. The sociological perspective, from Max Weber’s theories to Taylor, Ford, and Crozier, will be emphasized.
3.4 Year 4

**CORE COURSES**

<table>
<thead>
<tr>
<th>STRATEGY &amp; CSR</th>
<th>INTERNATIONAL STRATEGIC MANAGEMENT</th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

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.

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<thead>
<tr>
<th>STRATEGY &amp; CSR</th>
<th>INTERNATIONAL BUSINESS GAME</th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</thead>
</table>

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 text books 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.

**SPECIALISATIONS**

The different specialisations 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

This course will teach you how to design, develop, maintain and manage productive go-to-market relationships that create and sustain competitive advantage. You will learn to use a proven framework to synergize marketing and sales efforts, explore emerging technologies for increased efficiency and build productive, mutually rewarding relationships with channel partners and customers.

**MARKETING  BRAND MANAGEMENT**

24 HRS  4 ECTS

The Brand Communication Campaigns concentrates 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.
MARKETING  |  ECOMMERCE  |  24 HRS  |  4 ECTS

This course will give you the opportunity to:
• Learn the best practices for conducting e-commerce and online business.
• Gain the skills and experience needed to succeed in e-commerce and online business as a practitioner, manager, leader or entrepreneur.

MARKETING  |  BUSINESS TO BUSINESS MANAGEMENT  |  24 HRS  |  4 ECTS

The course emphasizes the relational nature of management by highlighting key aspects of the buyer-seller relationship. It also aims to provide students with a good insight of the differences between BtoC and BtoB management. At the end of this course, students should be able to segment an industrial market, understand the importance of sourcing in a BtoB marketing relationship and understand the specificities of selling industrial products and services.

MARKETING  |  SALES FORCE MANAGEMENT  |  24 HRS  |  4 ECTS

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. It will enable them to lead each salesperson within the team to excel in the marketplace and accelerate sales performances. International Sales Manager need to adapt quickly and lead the team to beat competitors who operate on different rules.

LUXURY MARKETING

MARKETING  |  LUXURY COMMUNICATION  |  24 HRS  |  4 ECTS

The course equips students with people skills and competitive capability as well as with the technical and creative abilities they need to fully integrate themselves into the image and communication field of businesses, outsourcing agencies, magazine publishers and media channels in this sector. Students learn how to successfully manage people, interpret current trends, and understand consumer needs. They will be able to follow every phase of a communication plan: from the briefing to the definition of objectives; the selecting of suitable means and methods to organizing a photo shoot and drafting press releases, company profiles and luxury articles.

MARKETING  |  LUXURY ECONOMICS  |  24 HRS  |  4 ECTS

The course is designed to enable students to understand the field of economics of fashion and luxury, the type of sectors concerned by this specific economy.

MARKETING  |  LUXURY BRAND MANAGEMENT  |  24 HRS  |  4 ECTS

This program is designed to provide insight into luxury brands as a marketplace, Luxury as a category differentiator, experiential marketing and creating events to give brands the right positioning. The course gives an insight into the world of Luxury branding. It equips students with strategies on high value consumer engagement, driving brand-conscious purchases, filtering Target Audience, managing brand image and creating integrated plans for HNI- target market for Fashion & Luxury events.
This course aims to obtain insights into the consumers’ intention of purchasing different types of luxury brands.

This course enables you to learn about planning and applying luxury marketing management strategies within a framework of international marketing. You will approach luxury marketing and its business challenges from a very international perspective.

### FINANCE

- **ECONOMY & FINANCE**  
  Financial Markets (in French)  
  24 HRS  
  4 ECTS

L’objectif de ce cours est de préparer les étudiants à résoudre des problèmes de gestion financière au sein des économies de marché. Ce cours soulignera en particulier la complexité causée par les décisions d’investissement sur les marchés financiers internationaux.

- **ECONOMY & FINANCE**  
  Audit Technics (in French)  
  24 HRS  
  4 ECTS

L’objectif de ce cours est de préparer les étudiants à leur faire :
- distinguer les objectifs du contrôle de gestion, ses tâches et ses outils dans le processus global de contrôle et pilotage d’activité,
- Evaluer l’environnement des risques pour une entreprise,
- Critiquer les différentes techniques/approches de l’audit.

- **ECONOMY & FINANCE**  
  Mergers and Acquisitions (in English)  
  24 HRS  
  4 ECTS

Merger and Acquisitions (M&A) course will specify deal origination, business valuation, due diligence and post-merger integration.

- **ECONOMY & FINANCE**  
  Risk Management (in English)  
  24 HRS  
  4 ECTS

Risk management establishes standards for aggregation disparate information, gathering market data, calculating risk measures and creating timely reporting tools for management. This course is directed toward students interested in understanding how large-scale complex risk can be quantified and managed.

- **ECONOMY & FINANCE**  
  International Tax Law (in English)  
  24 HRS  
  4 ECTS

The aim of this course is to introduce students to the general principles and methods of international tax law, based on examples drawn from its application to taxation of persons and to corporate taxation. They will address the concept of double taxation, sources of international taxation, methods of interpreting international tax treaties, settling difficulties in the application of conventions, European tax harmonization, the notion of territoriality, and the principle of non-discrimination.
### SUPPLY CHAIN MANAGEMENT

<table>
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<tr>
<th>STRATEGY &amp; CSR</th>
<th><strong>Purchasing Issues &amp; Man Management (in French)</strong></th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</thead>
</table>

Ce module aborde d'abord la contribution des Achats à la stratégie générale de l'entreprise, puis les principales décisions stratégiques achats organisées autour des thématiques suivantes : la conception et la mise en œuvre d'un marketing achat.

<table>
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<tr>
<th>STRATEGY &amp; CSR</th>
<th><strong>Production Management</strong></th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

This course introduces students to the area and techniques of Production and Inventory Management and presents a state-of-the-art view of the activities of the operations function. It covers such topics as facility location, decision analysis, project management, aggregate planning, facility layout, and inventory management.

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<tr>
<th>STRATEGY &amp; CSR</th>
<th><strong>Supply chain and Sustainable Development (in French)</strong></th>
<th>24 HRS</th>
<th>4 ECTS</th>
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Ce module propose de montrer comment les entreprises peuvent décliner le concept de développement durable et de RSE à leur supply chain, tout en maintenant un modèle économique viable.

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<tr>
<th>STRATEGY &amp; CSR</th>
<th><strong>International Supply Chain Management</strong></th>
<th>24 HRS</th>
<th>4 ECTS</th>
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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.

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<tr>
<th>STRATEGY &amp; CSR</th>
<th><strong>Logistics Information Systems (in French)</strong></th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

A l’issue de ce module, les étudiants seront capables de définir et de mesurer l’importance des systèmes d’information dans la gestion de la chaîne logistique de l’entreprise. Ils pourront en identifier les outils internes et externes, informatisés ou non. Ils analyseront les enjeux de la planification de la demande et son processus, pour proposer des solutions stratégiques et opérationnelles. Enfin, ils étudieront les contributions managériales des nouvelles tendances informationnelles dans la supply chain : IoT, Big Data, Predictive analytics...».

### ENTREPRENEURSHIP & NEW BUSINESS MODELS

<table>
<thead>
<tr>
<th>ECONOMY &amp; FINANCE</th>
<th><strong>Business Plan: Principles and Applications (in French)</strong></th>
<th>24 HRS</th>
<th>4 ECTS</th>
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</table>

The objective of this course is to introduce the principles of the business plan and the key concepts of the entrepreneurial management. At the end of this course, students will be able to identify the various elements that make up a business plan, analyze a business plan and bring out their strengths and weaknesses. The course will address in particular the following themes: Legal aspects related to the incorporation, environmental analysis and forecasting, assessment of a specific market, competitive analysis, financial and risk factors.
**ECONOMY & FINANCE**  
**Innovation and Law (in French)**  
24 HRS  
4 ECTS

Le cours a pour objet de présenter l’éventail des enjeux et des contraintes juridiques de l’innovation. Il traite les situations rencontrées par les entrepreneurs et les gestionnaires, en répondant aux questions liées à la protection des idées par un brevet, un dessin, une marque, un droit d’auteur, un secret commercial ou d’un contrat ; au choix des outils juridiques pouvant favoriser la création et la commercialisation de produits innovants ; et à l’appréhension des contraintes adossées aux pratiques des sociétés à l’égard des concurrents et des clients.

**STRATEGY & CSR**  
**Entrepreneurship & Intrapreneurship**  
24 HRS  
4 ECTS

In this module, students will learn theories, concepts, and application tools related to entrepreneurship. A particular focus of the module is the development of entrepreneurial ventures within a corporate context (intrapreneurship). Through a series of applied activities, students will experience all the key phases of the new venture creation process.

**STRATEGY & CSR**  
**Entrepreneurship & Social Innovation**  
24 HRS  
4 ECTS

Entrepreneurship is an important vehicle for economic growth, innovation, value creation, and employment. The growing interest for entrepreneurship in the XXIst Century stems from the need to transition from old models of doing business to new ones and create new opportunities. Entrepreneurial skills are valuable for the creation of new businesses, but also for the development of new ventures within established companies, the launch of new initiatives in the public and non-profit sectors, and the achievement of sustainable development. In this module, students will be introduced to a current approach to entrepreneurship which combines the rigor of traditional planning-based approaches with the creativity and inventiveness of emerging new models and social innovations.

**STRATEGY & CSR**  
**Business Development**  
24 HRS  
4 ECTS

The course presents though a strategic prism the latest trends and techniques in understanding the sales process, developing a new business funnel, marketing your brand, collecting competitive intelligence and strategizing for a capture win. This course is designed to improve how you do business and expand your business capture.”

**HUMAN RESOURCE BUSINESS PARTNER (HRBP)**

**HUMAN RESOURCES**  
**Diversity Management**  
24 HRS  
4 ECTS

This course examines the impact of diversity in all its aspects, going beyond national culture. The course is designed to better prepare individuals to meet the challenges and opportunities related to diversity in organizations. Gender, sexual orientation, religion, culture, age and life style issues are discussed and as well as psychological characteristics in which people differ from one another. Examples of best practices are provided. Course activities include group discussions, videos, exercises, articles, case studies and field research.
This module is designed to introduce students to the nature of managing human resources in multinational firms. It explores the complexities of International Human Resource Management (IHRM) and distinguishes international from domestic HR practices.

The main objective of this module is to enable students to understand the main rules of communication so that they can make the most appropriate use of them within a negotiating framework. This module proposes a reasoned negotiation approach and aims at preparing as much as possible each student to be successful in simple and even complex negotiations. This module is based on techniques of negotiation, but also on a deepening of the self-knowledge.

This course includes both group and individual theoretical presentations, debates and case studies in order to give students the basics of strategic stakes of recruitment and reward within a company.

The main objective of this module is to present the notion of risk at work. The employer has a general obligation to assess and prevent occupational hazards. The "head of the establishment shall take the necessary measures to ensure the safety and the protection of the physical and mental health of workers, including temporary workers". We therefore address these measures, which include measures to prevent occupational risks, information and training ...
If you have any further questions, please contact the International Admissions team.

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