

International Master Program (IMP) – 2011 Fall Session

From 19th September to 16th December 2011

Program Objectives:

The IMP seeks to give students a broad view of what Leaders and managers need to know and do when dealing with international firms in a global competition. Thus, the program provides an unparalleled education that is truly global in every sense. We identify and focus on five essential tasks for any company to emerge and maintain its global competitive position within its industry:

- How to identify new business opportunities in the international arena
- How to formulate and implement a competitive strategic option
- How to manage and coordinate multicultural workforce
- How to formulate an international marketing strategy and build a global brand,
- How to build effective international governance

CORE COURSES Fall Session 2011

		Nb Hours	ECTS credits
Course 1	International Marketing : A Multicultural Perspective	15	2,5
Course 2	Customer-Centric Organization	15	2,5
Course 3	Emergent Business Trends	15	2,5
Course 4	Managing Innovation Processes	15	2,5
Course 5	International Business Strategies	30	5
Course 6	Impact of Business Cycles on Strategy	30	5
Course 7	Comparative Business Law & Ethics	30	5
Course 8	International Financial Markets	30	5
Course 9	French Language for beginners (only for International Students)	30	5
		210	35

Each course is equivalent to 30 hours face-to-face and 90 hours of personal work.

Short Courses Description:

INTERNATIONAL MARKETING: A MULTICULTURAL PERSPECTIVE (15h, 2.5 ECTS credits):

The aim of this course is to gain an in-depth look at the concept of culture, explore the generalisations that may hold true for most cultures, and examine the implications of these for international business management. The main themes that will be discussed during this course are the following ones:

- What is culture?
- A framework of values that can be used to analyse cultural different across the world
- Verbal and non-verbal communication in a cross-cultural business setting
- Managing, leading in and cross-cultural setting.

CUSTOMER-CENTRIC ORGANIZATION (15h, 2.5 ECTS credits): This course will introduce the ideas, issues and analytical frameworks for having loyal customers. It will help the students understand the difference between satisfied and loyal customer. It will provide frameworks of how to build a customer-centric organization by analyzing and expanding the firm's internal core competences. Students will learn how to use analytics to better understand their customer base.

EMERGENT BUSINESS TRENDS (15h, 2.5 ECTS credits): The course provides an overview of recent developments and new trends in the area of business. Theoretical foundations are discussed and case studies are included to explain new analytical and implementation-oriented concepts and instruments in business. The main focus of the course lies on the preparation and presentation of articles in the business context by the students.

MANAGING INNOVATION PROCESSES (15h, 2.5 ECTS credits): Innovation is a fundamental driver of firms' competitiveness and it plays a large part in improving firm profitability as well as the quality of life in society. The course explores innovation processes from theoretical and practical perspectives. It will introduce students to frameworks, models, cases and issues relevant to managing the process of innovation in firms. It provides evidence of different approaches based on real-world examples and experiences of leading organizations from around the world. These will have a strong bias towards exploration of product based innovations. As a result, students will gain an understanding of the key issues in the management of innovation and an appreciation of the relevant skills needed to manage innovation at both strategic and operational levels.

INTERNATIONAL BUSINESS STRATEGIES (30h, 5 ECTS credits): The student will be introduced to the issues of the international global business strategy. The course studies the effects of the globalisation, cultural issues, organizational and industry aspects on the business strategy. The course seeks to develop the student's ability in acting strategically than just thinking strategically. This will be achieved with practical examples, case work and presentations during the course. The course puts in practice the theory and exemplifies the practice of strategy at a company level. It deals with the problems and processes of strategy definition and successful implementation in a firm.

IMPACT OF BUSINESS CYCLES ON STRATEGY (30h, 5 ECTS credits): In a context of increasing global competition for scarce and valuable resources, an understanding of the history of business cycles can help us gain a better vision of what the future might be for strategic decision-making.

Business cycles have always been with us, yet in good times businesses carry on as though growth and expansion will never end. They always do. This course studies the impact of market discontinuities on strategy, and the influence of technology in driving and being driven by business cycles. These are particularly important in mature markets, but we shall also investigate the extent to which all markets are subject to volatility and cyclicity.

COMPARATIVE BUSINESS LAW AND ETHICS (30h, 5 ECTS credits): This course is intended to provide students with an understanding of how law and cultural values have influenced American and European business leaders with respect to Business Ethics, Corporate Citizenship, and Sustainable Development. Topics include classical philosophical approaches to ethical decision-making; fundamental principles of comparative legal systems; how law and social values influence views on Corporate Governance and Citizenship; and why the Sustainable Development movement has evolved differently in the U.S. and Europe.

INTERNATIONAL FINANCIAL MARKETS (30h, 5 ECTS credits): The course is a must for all participants intending to join companies which produce or use commodities, or the banking sector. The main objective is to understand the functioning of physical and futures markets on commodities: energy, metals and agricultural products, to understand the impact of economics on commodities and to practice price risk management tools (futures and options) companies or banks usually use. We will focus more deeply on some strategic commodities such as gold, copper, oil or wheat ... and some main producers or consumers such as China ...

Other Activities

- Company visits,
- Cultural Tours

Assessment and Evaluation Method

Through lectures, case studies, hands-on exercises, and interactive group discussion students develop their leadership skills. Students will be graded through:

- Individual interactivity (30%),
- Assignment and oral presentation of case studies and reading materials (PowerPoint slides must be used) (40%),
- Final exam or individual written paper (30%).

Intended Learning Objectives

- Provide a forum for discussion that will enable future managers to take and advantage vis-à-vis other future managers,
- Widen students' management focus to obtain a more global perspective of the business, through the analysis of best practice from a wide range of sectors and countries,
- Challenges old concepts and assumptions in order to align business practices with current trends and economic conditions,
- Present the latest concepts and ideas for developing corporate strategies that create not only value for shareholders but also wealth for the whole stakeholders
- Help students identify and analyze the roles that senior executives must play in order to manage their people and lead their companies more effectively

Learning and Teaching Methods

An Interactive and differentiated Pedagogy divided into three main learning concepts:

✓ Learning through Concepts and Tools' Acquisition

Delivered through a combination of classroom and hands-on exercises, independent studies, and challenging questions

✓ Learning through Case Study

After having introduced and discuss with students main concepts, approaches and tools, Professors encourage students to develop their knowledge and work practice by using a solving case approach.

✓ Learning through Practice and Research

In addition, Professors encourage students to go through rigorous field projects that enable them to put into practice all their learning. This takes the form of what we call a **Field Research Project** or FRP. In group, students are invited to write a paper and perform an oral presentation based upon subjects suggested by student groups, the school, or companies that work very close with the school.

What we are looking for when teaching is to offer to students: knowledge, methods, tools, and experience that can help them to develop their skills not only as a manager but also as a leader. We believe that being a leader implies being able to develop skills and integrate behavior as:

- Transformational Leader,
- Adaptive Leader,
- Inspirational Leader

We believe that our teaching method can help you to be a leader who inspires innovation and change.

Pre requisites

Students have already completed Bachelor level courses. Therefore, they are able to deal with concepts such as:

- Macro and micro environment analysis,
- Strategic management,
- Corporate, business, and functional strategies of the firm,
- Resource-based view approach,
- Industry-organizational approach,
- Strategic Marketing,
- Finance,
- International Business,
- Business Law.