NOTES:

- The courses offer is subjected to the vote of the university authorities.

- The courses offered in Bachelor 3rd Year Business Administration, Master 2 Accounting and Finance (AF) and Master 2 International Audit Economics and Finance (IAEF) training will be taught face-to-face and remote.

- You need to be admitted by the professor before attending a Master 2 course, please provide the international relations service your transcripts of records in order to allow professors to check if you validated the prerequisites necessary to a good understanding of their course.

- Courses taught in English will open only if a sufficient number of students register. In the case one course taught in English is not organized, students who chose this course will have the possibility to attend it in French language or to choose another course.

- Learning Agreement: Any party can request changes to the study programme within two weeks after the start of each semester. These changes should be agreed by all parties as soon as possible, within two-weeks following.

- Attendance at each course is compulsory, after submission of the final Learning Agreement. Three justified absences from each course are accepted upon presentation of an official certificate within 3 days of the absence.
### BACHELOR 1st Year in MANAGEMENT

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLIED ENGLISH FOR MANAGEMENT AND ECONOMICS / Anglais appliqué à l’Economie et à la Gestion</td>
<td>UE 1 B 2</td>
<td>Ms BACHELARD Pascale</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>20</td>
<td>Continuous Assessment</td>
<td>3</td>
</tr>
</tbody>
</table>

**Semester:** FALL

### COURSE CONTENT
- 2 mandatory topics: business correspondence – telephoning
- 1 mandatory skill: Make a presentation in English
- Other themes chosen according to current events.
<table>
<thead>
<tr>
<th>BACHELOR 1st Year in MANAGEMENT Specialization in Modern Languages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course</td>
</tr>
<tr>
<td>BUSINESS ENGLISH</td>
</tr>
<tr>
<td>Number of Hours Lectures:</td>
</tr>
<tr>
<td>-</td>
</tr>
</tbody>
</table>

**COURSE CONTENT**

TO BE CONFIRMED
This class is designed to discover and understand the main concept and key-terms in business organization. Students will learn the main functions of the firm. They correspond to firms departments. Students will also know how these business departments are managed.

In the end of the courses, students will be able to:

• Demonstrate knowledge of the key elements of the business organization and its environment,
• Identify and comprehend the main functional areas of the business organization
• Analyze, demonstrate and solve business situation within managerial knowledges. The question is how a business department works? Theoretical approaches, managerial methods and tools would help students to work on real managerial situation (cases studies).
• Identify the links between the functional areas in management, organizations, management practices and the business environment.

Course Structure: Lectures within on-going exercise to well understand the courses and cases studies to apply the courses during tutorials.

A bulleted list is a good way to display these objectives as shown below:

Course Learning Objectives:

• Demonstrate knowledge of the key elements of the business organization and its environment,
• Identify and comprehend the main functional areas of the business organization
• Analyze, demonstrate and solve business situation within managerial knowledges. The question is how a business department works? Theoretical approaches, managerial methods and tools would help students to work on real managerial situation (cases studies).
• Identify the links between the functional areas in management, organizations, management practices and the business environment.

Course Structure: Lectures within on-going exercise to well understand the courses and cases studies to apply the courses during tutorials.

A bulleted list is a good way to display these topics as shown below:

Topic Outline:

• Introduction
Main definitions (firm, management, roles and characteristics of management) and key-principles of decision-making (decision making as central to main activities of planning, leading, organizing and controlling).
• Chapter 1: Direction: The question is: How to choose a strategy? Then, which strategy managers should choose?
Accordingly, to decision-making steps and the strategic level of the decision, Macro-environment of business will be learned: mission, purposes, policies and strategies (global and generic).
Global strategies include international strategies.
Tools: SWOT, BCG Matrix, Ansoff Matrix, Porter generic strategies, Porter 5 forces.
• Chapter 2: Marketing - Principles and objectives of marketing department. Orientations of marketing. Marketing process and research. Marketing planning.
Tools: 4P.
• Chapter 3: Production - System production classification - Objectives of production management - Production and productivity - Supply chain management and transportation modes. The question is also: centralization or outsourcing.
Tools: Pareto’s method.
• Chapter 4: Human Resource - Key-principles.
Tools: understand and analysis how asset staff in line with the all choices made by the firm in its each departments.
• Chapter 5: Finance - Capitalization and actualization.
Tools: formulas.
<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
<th>Semester:</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>20</td>
<td>Continuous Assessment</td>
<td>3</td>
<td>FALL</td>
</tr>
</tbody>
</table>

Course Learning Objectives: TO BE CONFIRMED
<table>
<thead>
<tr>
<th>BACHELOR 2nd Year in MANAGEMENT</th>
<th>Course</th>
<th>Code</th>
<th>Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BUSINESS ENGLISH</td>
<td>UE 5 A 2 a</td>
<td>TO BE CONFIRMED</td>
</tr>
<tr>
<td>Number of Hours Lectures:</td>
<td>Number of Hours Tutorials:</td>
<td>Type of Exam:</td>
<td>ECTS Number:</td>
</tr>
<tr>
<td>-</td>
<td>20</td>
<td>Continuous Assessment</td>
<td>3</td>
</tr>
</tbody>
</table>

Course Learning Objectives: TO BE CONFIRMED

Semester: FALL
Course Learning Objectives:

On completion of this course, students should be able to:

1. Develop thought processes and analytical skills essential to a global mindset.
2. Practice critical thinking by keeping current with global events and discussing their implications.
3. Understand the role of globalization in shaping the business environment and assess trends, challenges and opportunities created by the globalization of business practices.
4. Identify complexities introduced by globalization and integrate concepts learned in this class with those acquired in other courses.
5. Identify and evaluate major issues related to ethics and social responsibility in the international arena. Critically evaluate various components of a national environment: technological, cultural, economic, political, and legal systems, and their influence on business practices and strategies.
6. Examine trade and investment theories and patterns, and critically evaluate the role of governments and their impact on the international business environment.
7. Critically evaluate the role of trade and investment agreements and other forms of regional economic integration on local and national economies.
8. Apply the concepts learned and knowledge gained in the case of specific international organizations.
9. Develop written and oral communication skills as well as research and group skills.

Topic Outline:

1. Introduction and Overview (Globalization of markets and production)
2. Country Differences (National Difference in Political Economy, Differences in Culture, Ethics in International Business)
3. The Global Trade and Investment Environment (International Trade Theory, The Political Economy of International Trade, Foreign Direct Investment, Regional Economic Integration)
5. The Strategy of International Business (The Organization of International Business, Entry Strategy and Strategic Alliances)
<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Teacher</th>
<th>Number of Lectures</th>
<th>Number of Tutorials</th>
<th>Type of Exam</th>
<th>ECTS Number</th>
<th>Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>MACROECONOMICS 2 : ECONOMIC POLICY</td>
<td>UE 3 A 3 b</td>
<td>Mr MINEA Alexandru</td>
<td>30</td>
<td>15</td>
<td>Continuous Assessment</td>
<td>4</td>
<td>FALL</td>
</tr>
</tbody>
</table>

Course Learning Objectives:

The goal of the course is to understand the effects of economic policy in closed and open economy

Chapter 1 : The ISLM model
Chapter 2 : The ISTR model
Chapter 3: The Mundell-Fleming model
<table>
<thead>
<tr>
<th>BACHELOR 2nd Year in MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialization in Modern Languages</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>MICROECONOMICS 2: PRODUCER AND CONSUMER BEHAVIOR</td>
<td>UE 3 A 4 b</td>
<td>Mr BRESSON Florent</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
<th>Semester:</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>15</td>
<td>Continuous Assessment</td>
<td>4</td>
<td>FALL</td>
</tr>
</tbody>
</table>

**Course Learning Objectives:**

The main objective of the course is to make students acquire the marginalist way of reasoning on which is build a significant part of the microeconomic theory. More generally, it is designed to help students for the analysis of economic decisions that can be observed in everyday life and to understand the crucial role of institutions and incentives in these behaviors. For this purpose, we will be thinking of individuals and firms as optimizing agents and will introduce many concepts like shadow prices, marginal costs and marginal rates of substitution that are included as basics in the economist's toolbox. Finally, the course will also be the opportunity to acquire some basic skills in building microeconomic models.

1. Production technologies and profit maximization (1. The production function, 2. Optimal combination of inputs and profit maximization)
3. The supply (1. The individual supply function, 2. The long-run aggregate supply function)
4. Preferences and constrained choice (1. Individual preferences, 2. The budget constraint and optimal choice)
5. The demand (1. Effects of income variations, 2. Effects of price variations, 3. Substitution and income effects)
6. The evaluation of gains (1. The producer surplus, 2. The gain of the consumer)
7. The normative aspects of the competitive equilibrium (1. Competition and well-being, 2. Normative considerations)
### Course: Probability 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Number of Hours Lectures</th>
<th>Number of Hours Tutorials</th>
<th>Type of Exam</th>
<th>ECTS Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>UE 3 A 5 b</td>
<td>30</td>
<td>15</td>
<td>Continuous Assessment</td>
<td>4</td>
</tr>
</tbody>
</table>

**Teacher:** Ms DURY Marie-Eliette

**Semester:** FALL

---

**ECTS Number:** 4

---

**Course Learning Objectives:**

Students will acquire methods to translate data; they will learn how to organize concrete situations in a random framework, more particularly through classical probabilistic events and discrete probabilistic models. They will become aware of the specific vocabulary in English.

Chapter I – Events and combinations:
- State of knowledge, 1/ sets and events, 2/ properties of a partition, 3/ independence of events

Chapter II – Conditional Probability:
- 1/ construction of a conditional probability, 2/ Bayes formula, 3/ link with the independence

Chapter III – Discrete random variables:
- Characterization of discrete r.v., Probability Mass Function (PMF) and Cumulative Distribution Function (CDF)
- 1/ expected value or mean, 2/ variance and standard deviation, 3/ Discrete Probability laws

Chapter IV – Discrete random vectors:
- 1/ joint distribution, 2/ marginal laws, 3/ independence of random variables
### Course Structure
This lecture is divided into 10 lectures (2 hours). It is Computer Based Online course. The class is divided into groups and these groups are advised to carry out operations of a business (Sales, Marketing, HR, and Finance) and make certain decisions to achieve higher results (Profits). Finally, the students will be evaluated on the basis of class participation and final report submission.

### Topic Outline
- Strategic Software
- Performing Activities on the Software (Decision Making)
- Evaluating the results
<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
<th>Teacher</th>
<th>Semester:</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>15</td>
<td>Continuous Assessment</td>
<td>3</td>
<td>TO BE CONFIRMED</td>
<td>FALL</td>
</tr>
</tbody>
</table>

Course Learning Objectives:

TO BE CONFIRMED
<table>
<thead>
<tr>
<th>BACHELOR 3rd Year in BUSINESS ADMINISTRATION</th>
<th>Course</th>
<th>Code</th>
<th>Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORPORATE STRATEGY</td>
<td>UE 5 A M 5 b</td>
<td>Ms CHARRIER Hélène</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>10</td>
<td>Continuous Assessment</td>
<td>3</td>
</tr>
</tbody>
</table>

Semester: FALL

### Course Learning Objectives:

The primary objectives of this course include:

1. Demonstrating competency of leading principles, perspectives and theories encompassed in the body of knowledge of Strategic Management
2. Exhibiting an ability to apply, analyze, synthesize and evaluate the leading principles, perspectives and theories encompassed in the body of knowledge of Strategic Management, and show competence particularly in using that knowledge to make practical and effective managerial decisions
3. Showing competence in both oral and written communication
4. Working effectively in teams and—where appropriate—understand and demonstrate effective management and leadership capabilities
5. Revealing an understanding of the ethical implications of decisions and actions

The in-class exercises allow you to gain experience working with others as a member of a team. Finally, oral and written communication skills are enhanced via active class participation, class presentations.

By the end of this course, you will learn important strategic management concepts, build strategic analysis skills, and develop a way of thinking about and applying these concepts and skills that will help you be more successful in resolving business problems and making business decisions, and gain experience working as a contributor on a team.
Course: FUNDAMENTALS OF SALES  
Code: UE 5 A M 1 b  
Teacher: Ms LABORIE Sheila

<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>10</td>
<td>Continuous Assessment</td>
<td>3</td>
</tr>
</tbody>
</table>

Course Learning Objectives:

On completion of the class, the student should:
- Be able to understand the difference between selling and negotiation
- Be able to obtain an appointment with potential customers
- Be able to understand the difference between selling and negotiation
- Be able to ask the right questions
- Be able to present the product/service in an appropriate manner
- Be able to counter objections
- Be able to identify when to conclude the sale and how to do it
- Be able to follow-up the sale and develop the customer relationship

Topic Outline:
- Making an appointment
- Getting to know the customer
- Preparing sales arguments
- Handling objectives
- How to conclude
- After-sales
Course Learning Objectives:

This course is intended to introduce students to concepts associated with international business communication. After the class, students will be able to:

- Make a clear distinction between communication, business communication and international business communication.
- Understand the relevant and appropriate means of an efficient communication process.
- Put into practice verbal and non-verbal communication.
- Adapt their communication to different cultural contexts.
- Be aware of ethnocentrism and stereotypes.

Topic Outline

- Understanding communication, whether verbal or non-verbal
- Communication in business and in an international context
- Defining the most efficient communication strategies according to the specific situations
- Specific topics will be developed according to the needs of the students
<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>10</td>
<td>Continuous Assessment</td>
<td>3</td>
</tr>
</tbody>
</table>

Course Learning Objectives:
- Understand the environment in which IB takes place; Analyze strength’s and weaknesses of a company who wishes to export; Select and assess host countries; Understand modes of distribution and implementation

Course Structure:
Lecture based course with many practical case studies

Topic Outline:
<table>
<thead>
<tr>
<th>BACHELOR 3rd Year in BUSINESS ADMINISTRATION</th>
<th>Course</th>
<th>Code</th>
<th>Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGERIAL ACCOUNTING</td>
<td>UE 5 A M 4 b</td>
<td>Ms MATHOT Mericia</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>10</td>
<td>Continuous Assessment</td>
<td>3</td>
</tr>
</tbody>
</table>

Semester: FALL

Course Learning Objectives:
- Identification and Allocation of all costs in a manufacturing environment
- Calculation of different costs and using them to make business decisions
- Planning and Control – product costing and income determination
- Understand Financial Statements of Manufacturing Industry

Topic Outline:
- Management Accountant’s responsibilities within the corporate structure; and regulatory requirements.
- Distinguish among all types of businesses: service, merchandising, and manufacturing
- Understand the financial statements and reporting needs of different types of companies
- Review of cost classifications and cost structures (direct versus variable costs)
- Calculation and Allocation of costs including calculation of manufacturing overhead
- Job costing / cost-volume-profit techniques
- Prepare a Master budgeting
Course Learning Objectives:

Project management is becoming a powerful and popular practice in business. This is an introductory course which introduces students to project management principles using the underlying process, technology, and practical insights. The course will provide a structured approach to managing projects. Participants will apply their knowledge in a hands-on group assignment, through teamwork, interpersonal work techniques are encouraged, and communication experiences established. Course prerequisites: General knowledge of the business environment.

Understand the properties of a project and how projects contribute to the strategic goals of the organization.
Identify the factors and challenges for project success and effective project management.
Identify project management components and understand how these components can be used to realize project success (risk management) and gain a competitive advantage.

General Program:
Week 1-2: Introduction to project management – types of projects, project life cycles, project manager’s role and responsibilities
Week 3-4: Project management: an interactive approach: Review of Scope Management/Statement of Work/Work breakdown structure (WBS), Cost estimation and budgeting
Week 5-6: Project monitoring and control/conflict negotiation/
Week 7-8: Project closure and presentation of work to the stakeholders (presentation of group projects)
Week 9 (2 hours): In class final exam

Pedagogical Methods:
The module will involve short lectures (Power point slides), background reading, and practical exercises. Students are expected to read materials before coming to class.

Course Assessment: Group Project 50% / Final written exam 50%

<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
<th>Semester:</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>10</td>
<td>Continuous Assessment</td>
<td>3</td>
<td>FALL</td>
</tr>
</tbody>
</table>

Course Learning Objectives:

This course aims at providing the basic tools in statistical inference: point and interval estimation, basic one- and two-variable statistical tests, simple ANOVA. The course documents, exercise sheets, and the correction of the assessments are made available progressively on the ENT, under "pédagogie / Licence Droit – Economie – Gestion / L3 bilingue / Statistical inference / Documents and links".

Chapter 1: Random samples and the distribution of statistical indicators (What is a random sample? Random distribution of a proportion, an arithmetic mean, a variance, Other useful continuous distributions (Student, chi-square and Fisher-Snedecor probability distributions)).

Chapter 2: Point estimation (Point estimation of a parameter using OLS, Properties of a point estimate, Usual estimates for an expected value, a variance, a proportion.

Chapter 3: Confidence intervals (Notion of confidence interval (CI), CI of an expected value, CI of a variance, CI of a proportion (normal approximation))

Chapter 4: Usual tests on one parameter (Conformity test for a proportion, Conformity test for an expected value, Conformity test for a variance)

Chapter 5: Usual tests for the equality of two parameters (Comparison of two expected values, or variances)

Chapter 6: Contingency tables (Definitions : joint, marginal, conditional frequencies, Chi² tests for a one-dimensional and 2-dimensional count table

The course includes numerous examples, exercises, handouts

Complements:
- What to do when the conditions required for applying a chi-square test are not fulfilled?
- Comparing more than two means: one-dimension ANOVA (+ link with the regression course)
- (time permitting: the notion of likelihood in statistics, and the maximum likelihood estimator of a proportion)
Student Learning Outcomes:
The course is intended to widen the scope of students by allowing them to get a better understanding of key periods in the English-speaking world.

This will show them how these past historical, cultural, and sociological events helped to shape the world we live in today, including in the fields of the economy, business and management.

Course Structure: There will be lectures (Cours Magistraux) and discussions given by three specialized instructors (of British, American and Australian origin, giving three different spoken accents) complemented by conversation classes given by a foreign language instructor from one of our partner universities...

Topic Outline

1/ The 1960’s in the USA: Culture and Counter -Culture (Jean Pierre PLA)

The 1960’s were a turning point in the social and economic culture of the United States (and the world), with tensions within the American life between mainstream and experimental trends from economic, political, cultural, racial and social and regional perspectives. This course should enable you to get a better understanding and less superficial approach to the understanding of this important period and of the beliefs of American society then and today. We will also consider an international perspective including Britain and France

2/Australia, the not so lucky country for some (Michelle Brooks-Didier)

For 50 000 years the indigenous Australians lived in harmony in the somewhat hostile conditions of Australia. The arrival of European settlers in 1788 would bring about many changes. This course explains their struggles to live and for recognition in a ‘white’ Australia.

3/ Protest music in the USA (Tonya Givelet)

The main objective of this course is to enlighten students regarding the black people’s plight in the United States of America, starting with the first generation of slaves, to the main racial laws, black protests and leaders, and the key racial trends today, while discovering the influential black musicians and their music which has made America what it is today.
**BACHELOR 3rd Year in BUSINESS ADMINISTRATION**

<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
<th>Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>10 + 15</td>
<td>Continuous Assessment</td>
<td>3</td>
<td>Ms GIVELET Tonya</td>
</tr>
</tbody>
</table>

**Student Learning Outcomes:**
The course is intended to widen the scope of students by allowing them to get a better understanding of key periods in the English-speaking world.

This will show them how these past historical, cultural, and sociological events helped to shape the world we live in today, including in the fields of the economy, business and management.

**Course Structure:** There will be lectures (Cours Magistraux) and discussions given by three specialized instructors (of British, American and Australian origin, giving three different spoken accents) complemented by conversation classes given by a foreign language instructor from one of our partner universities...

**Topic Outline**

1/ The 1960’s in the USA: Culture and Counter-Culture (Jean Pierre PLA)

The 1960’s were a turning point in the social and economic culture of the United States (and the world), with tensions within the American life between mainstream and experimental trends from economic, political, cultural, racial and social and regional perspectives. This course should enable you to get a better understanding and less superficial approach to the understanding of this important period and of the beliefs of American society then and today. We will also consider an international perspective including Britain and France

2/ Australia, the not so lucky country for some (Michelle Brooks-Didier)

For 50 000 years the indigenous Australians lived in harmony in the somewhat hostile conditions of Australia. The arrival of European settlers in 1788 would bring about many changes. This course explains their struggles to live and for recognition in a ‘white’ Australia.

3/ Protest music in the USA (Tonya Givelet)

The main objective of this course is to enlighten students regarding the black people’s plight in the United States of America, starting with the first generation of slaves, to the main racial laws, black protests and leaders, and the key racial trends today, while discovering the influential black musicians and their music which has made America what it is today.
<table>
<thead>
<tr>
<th>Course Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and Business English. We will work on the four skills in this class: listening comprehension and speaking; reading comprehension and writing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Topics (these can change):</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Water and roundtable</td>
</tr>
<tr>
<td>- Multiculturalism and Business</td>
</tr>
<tr>
<td>- The Ascent of Money (Documentary, Channel 4, UK), Economic History</td>
</tr>
<tr>
<td>- Office Politics – Problem-solving activity</td>
</tr>
<tr>
<td>- Psychometric exercises used in recruitment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Oral mark for roundtable on water</td>
</tr>
<tr>
<td>- Written work on problem-solving</td>
</tr>
</tbody>
</table>
Course Learning Objectives:

- To acquire a knowledge of firms and their markets; and to expose students to Michael Porter’s competitive advantage, five forces theory.
- To understand how companies gain and maintain competitive advantages in their market place.
- To better understand the importance of “market insights” to help decision making by providing a better understanding of the evolutionary environment of the firm in its markets.

The course will be conducted with PowerPoint slides and will involve background reading, short lectures, and practical exercises. Emphasis will be placed on ensuring students’ comprehension of markets and external environment issues presented through discussions, exercises, video and case studies in class.

Companies and markets are more than ever subject to a rapid change of products and competitors. This is especially the case of markets that go through constant changes (short product life cycles, globalization). The ability of a company to generate competitive advantages through one’s own “Competitive Intelligence” abilities has now become prerequisite for survival, since a management decision can only be as good as the information it is based upon.

The course is an introduction to the issues of companies and their markets; perceived as the external environment of the company. It focuses on the theory of the 5 forces developed by Michael Porter to understand how companies gain and maintain competitive advantages in their market place.

Topics include: market segmentation, distribution and consumers; the concepts of generic strategies, value chain, and attractiveness of a market and the principle of competitive advantage.

By the end of the course, students should understand the complexity and importance of why companies require information on current and future markets, competitors, customers, technologies, etc... to position itself optimally.

Bibliography:
- PORTER M (1985) COMPETITIVE ADVANTAGE. THE FREE PRESS, NEW YORK
- PORTER M (1998) COMPETITIVE STRATEGY. THE FREE PRESS, NEW YORK
- The 22 immutable laws of marketing, Al Ries & Jack Trout
- The Discipline of Market Leaders, Michael Treacy & Fred Wiersema
- The Mirage of Global Markets, David Arnold
### Course Learning Objectives:

The main objective of the course is to provide the conceptual background for corporate financial analysis from the point of corporate value creation. The course develops a theoretical framework for understanding and analyzing major financial problems of modern firms in the market environment. The course covers basic models of time value of money, portfolio mathematics, efficient market hypotheses, and pricing models for primary financial assets.

Course material will be delivered primarily through lectures, class discussion, and textbook readings.

- Chapter 1: Value and Time
- Chapter 2: Value and Risk
- Chapter 3: Value and Information
- Chapter 4: Value and Option

### Bibliography:

- John C. Hull, "Options, Futures, and Other Derivatives," Eighth Edition
Course Learning Objectives:

- To introduce the concepts and procedures of external audit which, when performed by an independent professional accountant, adds value to a set of financial statements prepared by a firm’s management. This includes compliance, review of internal controls, and identifying and assessing risks.
- To review the nature and types of fraud, risk factors for fraud, investigation techniques and forensics skills set.
- To review the present external audit environment, including audit standards, legal liability and ethical framework;
- § To describe the conditions required to issue audit reports, and to report on financial statements and internal control under the requirements for international reporting;
- § To develop the framework within which audits are conducted, including the concepts of evidence, materiality, risk and audit planning, and internal controls;
- § To review how fraud occurs within an organization, including the nature and types of fraud; the auditor’s role with fraud; and the procedures for an efficient, systematic fraud investigation.
  o Understand the auditor’s role with fraud, and his duty to the corporation;
  o Identify types of frauds that can occur in a work situation;
  o Alerts the warning signals where frauds may have occurred

Bibliography:
Bahram Soltani, Auditing, An International Approach, Prentice-Hall 2010
### Course Learning Objectives:

Understand the main determinants of short-term and long-term economic growth.

**Course prerequisite:**
- Basic macroeconomics (aggregate demand–aggregate supply model, determinants of unemployment, impact of monetary and budgetary policies, etc.)

**Course Structure:** The course is structured around a lecture by the teacher followed by oral presentations made by groups of up to three students. Each group must present to the class a specific economic analysis. Each presentation is followed by a discussion with the teacher. At the end of each session, the teacher highlights some important theoretical notion or academic references.

1. Introduction
2. Aggregate output and income
3. Aggregate demand, aggregate supply, and equilibrium
4. Economic growth and sustainability
5. Practice problems

**Bibliography:**

**Websites:**
IMF website: [www.imf.org](http://www.imf.org)
Course Learning Objectives:

• The objective of the course is to provide students with a review to the financial markets. The course will cover specific aspects of financial markets in more detail. Emphasis will be put on their players and instruments, in order to provide a more detailed knowledge about risk/return characteristics and price determination.
• It is expected that students will develop critical skills in assessing the relevance of the principles of market financial.

Topic Outline:
• Topic 1: Overview of the financial system
• Topic 2: Monetary market
• Topic 3: Bonds markets
• Topic 4: Banking loans and securization
• Topic 5: Stock markets
• Topic 6: Forex markets
• Topic 7: Empirical applications

Bibliography:
## Course Details

**Course:** GOVERNANCE AND SOCIAL RESPONSIBILITY IN MICROFINANCE INSTITUTIONS

**Code:** UE 3 AFG 1 a – EC 2

**Teacher:** Ms JAGUT Emilie

<table>
<thead>
<tr>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>-</td>
<td>Continuous Assessment</td>
<td>3</td>
</tr>
</tbody>
</table>

**Semester:** FALL

## Course Learning Objectives:

- Introduce soon-to-be administrators and financial officers to the specificities of governance in microfinance institutions.
- Help students become proficient in technical microfinance and social performance vocabulary in one of the most widely used languages in the industry.
- Raise awareness about social performance and triple bottom line.
- Learn to use available data and resources in terms of organizations, research initiatives and rating agencies in the microfinance sector.

## Course Structure:

- Notions of theory, appraisal reading of articles and case studies, analyzing social and financial performance reports, group presentations, watching interviews of microfinance experts, analyzing promotional videos of microfinance institutions, role-plays, teamwork and breakout groups, etc.

## Topic Outline:

- Defining corporate governance and the governance of microfinance institutions
- Apprehending the influence of legal statuses, financing structure and local regulations
- The role and responsibilities of the Board, the director’s code of conduct, fiduciary responsibility
- The strategic decision-making process
- The importance of an adequate Management Information system and staff training
- Risks linked to governance
- Double mission and social performance management
- The main industry initiatives
- Evaluating governance.
### Course Learning Objectives:

- Key aspects of an organization (division of labor, power, coordination mechanisms...) : How to structure an organization?
- The main components and effects of an organization’s culture
- Mechanisms of incentives, soft leadership in contemporary organizations
- Faces of power
- Decision making in organization
- Innovative organizations and management
- Learning and change management

### Lecture Details:

- **Lecture 1**: Introduction: What is an organization?
- **Lecture 2**: Work
- **Lecture 3**: Structure
- **Lecture 4**: Culture
- **Lecture 5**: Incentives
- **Lecture 6**: Power and leadership
- **Lecture 7**: Decision Making
- **Lecture 8**: Innovation
- **Lecture 9**: Learning and change
- **Lecture 10**: Synthesis

### Compulsory Reading:

- Lecture 1: Perrow, C., The Short and Glorious History of Organizational Theory, Organizational Dynamics, Summer 1973
- Lecture 2: Taylor F., Hearings in 1912 before special investigating committee of house of representatives
- Lecture 8: Reeves M., Deimler M., Adaptability: the new competitive advantage, HBR, July-August 2011
- Lecture 10: Kotter J., Leading change, HBR, 2007

### References:

Course Learning Objectives:

• Develop skills in the application of the tools and techniques necessary for strategic, management, • Understand the elements of a company’s mission statement, • Consider the principles for developing achievable and realistic objectives, • Be able to apply the five forces of competition model to an industry, • Map the Value Chain for a firm and an industry, • Undertake a PESTEL analysis, • Consider the various strategic options for companies in different industry and company, situations, • Craft strategies that fit, • Understand the principles of effective implementation of strategy, • Assess the value chain and resources of a firm

Lecture 1: Introduction to Strategic Management concepts / Content: A brief history of strategy, Definition of firm and strategy, the four main strategic schools, How to assess business statements / Lecture 2: Macro-environment analysis and scenarios / Content: PESTEL analysis, How to construct robust and valid scenarios of an industry, Life cycle of an industry / Lecture 3: Industry and strategic group analysis / Content: Five forces of M. Porter, Assessment of the profitability of an industry, Mapping your strategic position / Lecture 4 & 5: Competitive strategies – red and blue oceans / Content: How to create a sustainable competitive advantage?, The sources of success and failure for creating value, Introduction to Blue Ocean Strategy / Lecture 6: Setting aspirations – Mission, Vision and Values / Content: Personal aspirations, Organizational aspirations, Aspirations and strategy, Setting aspirations, Elements of a strategy statement / Lecture 7: Value chain and competitive resources / Content: Sources of performance, Concept of value chain, Different types of resources, Difference between resource and competence / Lecture 8: Competition at a global scale / Content: Understand how an industry goes global, International strategy and source of competitive advantage, Managing strategically across borders / Lecture 9: Corporate social responsibility and shared value / Content: Assess a strategy, Understand how to create and share value between stakeholders, What do we mean with corporate social responsibility and sustainable development?, Impacts of scattered value chains on CSR?

Course Learning Objectives:

The growing importance of multinational companies and the increasing demand for market integration resulted in increasing demand for accounting harmonization. The differences in accounting treatments were identified as the major sources of lack of comparability, carrying disadvantages especially for listed companies. By advocating decision-usefulness and comparability, this set of standards gained worldwide recognition and acceptance in several countries. As a result, an understanding of IFRS is required.

The student should understand the international dimensions of accounting and financial reporting. Through readings, activities, research and class discussion students should be able to develop skills to identify and deal with financial reporting issues.

Introduction to IFRS: Convergence and Conceptual Framework
- Financial Statements presentation
- Assets elements: valuation and presentation
- Liabilities and Equity elements: valuation and presentation
- Income Statement and Cash Flow
- Group Accounting
- Review - Final Exam

Instructional materials will be posted on-line and/or distributed in class.
Recommended: www.ifrs.org  www.iasplus.com
Library resources could be helpful.

It is important to read assigned material when given. Participation will include attendance, homework assignments, attentiveness and contribution to class discussion.
Course Learning Objectives:

To introduce the concepts and procedures of external audit which, when performed by an independent professional accountant, adds value to a set of financial statements prepared by a firm’s management. This includes compliance, review of internal controls, and identifying and assessing risks.

To review the present external audit environment, including audit standards, legal liability and ethical framework;

To describe the conditions required to issue audit reports, and to report on financial statements and internal control under the requirements for international reporting;

To develop the framework within which audits are conducted, including the concepts of evidence, materiality, risk and audit planning, and internal controls.

The course will be conducted with PowerPoint slides and will involve background reading, short lectures, practical exercises, and case study. Emphasis will be placed on ensuring students’ comprehension of audit practices and current audit issues through discussions, exercises, video and case studies in class.

PART 1

PART 2

PART 3

Behavioral finance is a new and exciting area that combines findings in psychology with the traditional financial theories. As a result, it proposes a new explanation of how financial markets work and how they are affected by investors’ behavior. In this course we will discuss the new findings in behavioral finance that were published recently in top academic journals. The aim is to make participants alert of means that help to make better financial choices. Learn how to improve spending, saving, and investing decisions.

Course Organization:
Each student presents an issue treated in the behavioral finance literature that was recently published in academic journals. Students are asked to demonstrate how the presented topic linked to everyday market episodes and to give their personal opinion whether the proposed findings can improve individual financial savings or market efficiency. After each presentation, the topic is discussed with class.
Course Learning Objectives:

Understand why corporate governance and sustainable issues are linked
What is corporate governance issues? (structures, processes and tools)
How to evaluate sustainable behaviors?
What do shareholders do to promote CSR and sustainable issues?

Students must have fundamentals regarding strategic issues (business and corporate). They also have to have basics on finance and sustainable issues.

The course will be delivered in twelve lectures of two hours. Each lecture will encompass theoretical issues and practical cases. Students have to read preparatory readings before joining the class.

A bulleted list is a good way to display these topics as shown below:

- Opening lecture: sustainable development and purpose of the firm
- Corporate governance (1): issues
- Corporate governance (2): structures
- Corporate governance (3): processes
- Board assessment
- What do shareholders do?
- Investors and proxy advisors
- Crony Capitalism
- Environmental, social and governance (ESG) metrics and their effect on organizational and market behavior
- B-corporations, raison d’être and CSR issues

Contents:

Davis G., (2005); Managed by the Markets: How Finance Re-Shaped America, Oxford
Zingales L., Rajan R., (2004); Saving Capitalism from the Capitalists, Princeton
Sherwood M., Pollard J., Responsible Investing, 2018, Routledge
Spitzeck H., Lins C., Talking sustainability in the boardroom, 2018, Routledge
<table>
<thead>
<tr>
<th>Course Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The course is a reminder of basic statistical notions, especially estimation (point estimators, confidence intervals) and hypotheses testing, and how to apply the methods to different types of data. Examples on real economic or financial data are analyzed throughout the course.</td>
</tr>
<tr>
<td>Course Learning Objectives:</td>
</tr>
<tr>
<td>-----------------------------</td>
</tr>
<tr>
<td>The course presents the role of econometrics in economics. The course develops least squares estimators. Topics include: Role of econometrics; Ordinary Least Squares Estimator; Stochastic hypotheses; Heteroskedasticity; Autocorrelation; Endogeneity; Normality and hypotheses testing/Parameter stability/Dummy variables/functional form Panel data econometrics I: basic models Panel data econometrics II: Dynamic models</td>
</tr>
</tbody>
</table>
Course prerequisite: Intermediate macroeconomics / Intermediate international economics

Student Learning Objectives:

- Understand the way foreign exchange markets are organized;
- Analyze the role played by exchange rates in open economies;
- Apprehend the determinants of exchange rates;
- Understand the choice in terms of exchange rates systems.

The course is delivered as follows: lecture and discussions based on document review. Students are provided with press articles and economic reports which are used for discussions based on document review.

Chapter 1: Spot dealing in FX markets
Chapter 2: Price parity relationships
Chapter 3: Exchange rate systems
Chapter 4: Monetary union and optimum currency areas

Contents:


<table>
<thead>
<tr>
<th>Course Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding of Governance, Board of Directors, Board Committees, Decision making, Responsibilities of the Directors and Committees, Ethical Requirements. With the help of practical cases. PowerPoint slides for the chapters. Case studies, and presentation of practical cases based on Governance failure and the responsibilities of the directors and owners of the companies.</td>
</tr>
</tbody>
</table>
Course Learning Objectives:
Intermediate accounting skills and knowledge

This course familiarizes students with the concepts and standards underlying financial accounting systems. It emphasizes the construction of financial accounting statements as well as their interpretation and measurement. It explores the tools and techniques of financial statement analysis, emphasizing ratio and cash flow measurements of operating, financing, and investing performance.

The module will involve short lectures (Power point slides), background reading, and practical exercises. Students are expected to read materials before coming to class.

International Accounting Principles Overview:
1. Understand and apply the accounting concepts and principles to business situations.
2. Review the Differences in Accounting Systems Internationally
3. Evaluate business operations through the financial statements.

Measuring Business Income: The Adjustment Process
Accrual versus Cash-Basis Accounting and Categories of Adjusting Entries.
Construct financial statements and evaluate a company’s debt-paying ability.

Understanding and constructing the Cash Flows Statement:
Identify the purpose of the statement and distinguish among operating, investing, and financing cash flows
Prepare the statement of cash flows by the indirect method

In class midterm
Stockholders’ Equity
Review the Corporate Structure, Paid-in Capital, Classes of Stocks
Understand Stock Issuance, treasury stock, Dividend Distribution
Reporting of Stockholders’ equity in the financial statements

Analysing and interpreting financial statements:
Perform horizontal and vertical analysis
Use Benchmarking and Ratio Analysis to make business decisions


<table>
<thead>
<tr>
<th>Course Code</th>
<th>Code</th>
<th>Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERNATIONAL ACCOUNTING</td>
<td>UE 3 EFG 4 c – EC 4</td>
<td>Ms MATHOT Mericia</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Hours Lectures</th>
<th>Number of Hours Tutorials</th>
<th>Type of Exam</th>
<th>ECTS Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>-</td>
<td>Continuous Assessment</td>
<td>3</td>
</tr>
</tbody>
</table>

Semester: FALL
<table>
<thead>
<tr>
<th>Course Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The recent crisis increased the complexity of the effects of the fiscal and monetary policies worldwide. The aim of this course is to take a closer look at some of these complexities, focusing on some consequences of high indebtedness, including in terms of underdevelopment traps, and of modern monetary policies, in terms of institutional traps. The course consists of two parts: fiscal policies and monetary policies.</td>
</tr>
<tr>
<td>MASTER 2nd Year in FINANCE – International Audit Economics and Finance (IAEF)</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>MICROECONOMICS</td>
</tr>
</tbody>
</table>

**Number of Hours Lectures:** 21  
**Number of Hours Tutorials:** 12  
**ECTS Number:** 3

**Course Learning Objectives:**

This course focuses on the microeconomics of financial decision making. The first part is dedicated to the theory of decision under risk and uncertainty with an application to portfolio choices. The second part is dedicated to agency theory and deals with moral hazard and adverse selection with applications to insurance markets and corporate finance.
<table>
<thead>
<tr>
<th>Course Learning Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the main determinants of short-term and long-term economic growth.</td>
</tr>
<tr>
<td>Students must be familiar with basic statistics and econometrics.</td>
</tr>
</tbody>
</table>

This course extends over 21 hours and is delivered in English. Its objective is to describe the notions that underlie modern financial theory.

The course is organized around five chapters:
- Market efficiency
- Portfolio construction
- Asset pricing
- Stock valuation
- Behavioral finance
Course Learning Objectives:

Students following this class should have knowledge of the fundamentals of marketing and distribution in general.

Today, business is acknowledged to be international and there is a general expectation that this will continue for the foreseeable future. International commerce may be defined simply as business transactions that take place across national borders. This broad definition includes the very small firm that exports (or imports) a small quantity to only one or several countries, as well as the very large global firm with integrated operations and strategic alliances around the world.

**International Commerce Strategy** is for anyone who expects to be a manager, in particular in the current international context. This course is designed for students who want:

To become high level professionals in international business

Group exercises; Readings; Lectures.

Different international commerce strategies according to the business lines and size of the companies – Examples

Strategy 1<sup>st</sup> step : internal and external diagnosis of the company – SWOT – Strength and weaknesses

Market selection : how to select - Criteria – Advantages and Disadvantages

Distribution and implantation : how to approach and do business with the selected markets

Contents:

- Participative case studies based on professional experience
- International Commerce Editions Breal
- Pratique du Commerce International - Foucher 26ème Edition
<table>
<thead>
<tr>
<th>Course Learning Objectives: TO BE CONFIRMED</th>
<th>Number of Hours Lectures:</th>
<th>Number of Hours Tutorials:</th>
<th>Type of Exam:</th>
<th>ECTS Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>TO BE CONFIRMED</td>
<td>18</td>
<td>-</td>
<td>TO BE CONFIRMED</td>
<td>3</td>
</tr>
</tbody>
</table>

**Course**: INTERNATIONAL MARKETING  
**Code**: UE 3 3.3 Marketing  
**Teacher**: Mr FLEURY Pierre  
**Semester**: FALL
### Course Details

<table>
<thead>
<tr>
<th>Course Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>This class aims to provide knowledge and skills concerning the operational tools necessary for a business working in an international environment.</td>
</tr>
<tr>
<td>Students following this class should have knowledge of the fundamentals of marketing and international business development. Classroom sessions with numerous applications, examples and exercises</td>
</tr>
</tbody>
</table>

| Incoterms |
| Export pricing and payments |
| Tenders and guarantees |
| Compensation |

Bibliography given in class and documents available online

### Course Information

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Code</th>
<th>Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>UE 3.2 Trade</td>
<td>UE 3.2 Trade</td>
<td>Mr HEELS Geoffrey</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Type of Exam</th>
<th>ECTS Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERNATIONAL TRADE INSTRUMENTS</td>
<td>TO BE CONFIRMED</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Hours Lectures</th>
<th>Number of Hours Tutorials</th>
<th>Type of Exam</th>
<th>ECTS Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>-</td>
<td>TO BE CONFIRMED</td>
<td>3</td>
</tr>
</tbody>
</table>

Semester: FALL
Course Learning Objectives:
GENERAL VIEW OF THE PROGRAMME: WHAT IS SALES MANAGEMENT, THE POSITIONS IN THE COMPANY/SALESFORCE, LINKS WITH STRATEGY. Students following this class should have knowledge of the fundamentals of sales management.

Learning Goals:
- Know the content and the hierarchical and functional positioning of the business
- Know the skills necessary to exercise commercial responsibility
- Understand what constitutes business performance
- Online and offline resources; online quiz; lectures; case studies; group works

Strategic approach of Sales Management : conditions of sales leadership
Case study methodology: how to use data and knowledge to propose effective solutions
Leadership in sales management : from individual to collective leadership
Action plans: how to implement actions and generate resultats
Manager’s influence : sociostyles and leadership

Course Materials:
A. Zoltners, Building a Winning Sales Force, amacom, 2009
C. Fournier, Management de la force de vente, Dunod, 2016