

**NEOMA**  
**BUSINESS SCHOOL**

REIMS • ROUEN • PARIS

# COURSE CATALOGUE

Fall & Spring

2021 - 2022

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## QUICK PROGRAMME GUIDE FOR EXCHANGE STUDENTS

**MIM**  
MASTER IN MANAGEMENT

- ✓ Taught in Reims & Rouen
- ✓ Undergrad. & grad class offer
- ✓ Advanced tracks offered
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in French & English

This exceptional programme benefits from all the expertise of a “Grande Ecole” with a rich history and tradition and a strong network of professional and academic partners and alumni throughout the world.

Available on both our Rouen and Reims campuses, it will offer you a broad range of possibilities in terms of tracks, specialisations and work environments.

[More information](#)

**CESEM**  
BACHELOR IN INTERNATIONAL BUSINESS MANAGEMENT

- ✓ Taught in Reims
- ✓ Undergrad. class offer
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in English & French

By offering 12 programmes in 10 countries, this versatile training course centred on management fundamentals offers an authentic immersive experience in a multicultural context through your entire curriculum.

CESEM will open you up to greater cultural agility and facilitate your professional mobility in other countries and cultures.

[More information](#)

**GLOBAL BBA**  
BACHELOR IN BUSINESS ADMINISTRATION

- ✓ Taught in Rouen
- ✓ Undergrad. class offer
- ✓ Offers Advanced Track
- ✓ Flexible – can mix&match your classes with other programmes
- ✓ Classes taught in English

The Global BBA is a 4-year Bachelor's degree that offers a solid base in the culture of management; business administration and marketing delivered 100% in English and/or in French. **The very essence of the NEOMA BS Global BBA is agility!** We've designed the programme to allow you to develop professional agility, business and managerial skills, learn to encourage the talent found in your teams, put your knowledge to good use, employ critical analysis, interact with colleagues and clients in an appropriate manner and effectively adapt to many different environments.

[More information](#)

**TEMA**  
INNOVATION & DIGITAL MANAGEMENT

- ✓ Taught in Reims
- ✓ Offers graduate classes
- ✓ Specialist stand-alone tracks
- ✓ Classes taught in English

TEMA has emerged as a unique programme in the greater landscape of French “Grande Ecole” schools. What makes it unique? An innovative curriculum combining management and technology, paired with innovative pedagogy to train managers, giving them first-rate technology skills and knowledge as well as an entrepreneurial profile.

[More information](#)

**MASTER OF SCIENCE**

- ✓ Taught in Reims & Rouen depending on specialisation
- ✓ Offers postgraduate classes
- ✓ Specialist stand-alone tracks
- ✓ Classes taught in English

Taught in English and designed for students of all nationalities, NEOMA BS full time MSc degree programmes offer you the idea gateway to the world of international business. Drawing on the school's well-established reputation for research and academic excellence, our MSc degrees are constantly reviewed and developed to respond to the ever-changing requirements of a continually evolving corporate world.

[More information](#)



## OUR CAMPUSES

Joining NEOMA Business School guarantees that you will receive top-quality management training. The school also offers a welcoming atmosphere that is ideal for your studies. Our campuses and their infrastructure have been designed so that students and professors can develop in a pleasant, stimulating environment. Our goal is to make sure you can successfully balance your work and study with your personal life.

*Campus life: promoting a genuinely international, multicultural experience*

### REIMS

The **NEOMA Business School Reims campus** is on two sites with a contemporary architectural style, located just five minutes from each other by tram.

The campuses are equipped with **state of the art teaching equipment** : interactive whiteboards, simulation rooms, trading rooms, language labs, student society offices, multi-media library, student life areas, etc.

A **100% multimedia environment offering innovative learning** can be accessed on and off campus: e-learning platform, remote access to the School's databases and documentary material (e-books, electronic periodicals, specialised databases, etc.).

Close to the city centre and major transport routes:

- 10 min from Reims city centre by tram
- 10 min from the TGV railway station by tram
- 30 min from Charles de Gaulle airport by train
- 45 min from the centre of Paris by high-speed train



	<b>3</b> campuses : Rouen, Paris, Reims
	<b>8,500</b> students
	<b>150</b> professors
	<b>1,600</b> professional speakers
	Over <b>80</b> nationalities on our campuses
	<b>300</b> international partners
	<b>200</b> company partners
	<b>51,500</b> graduates, based in <b>120</b> countries

### ROUEN

The **NEOMA Business School Rouen campus** is a very special 7-hectare location surrounded by woods.

The campus is equipped with **state of the art teaching equipment**: market room, student society offices, multi-media library, student life areas, etc.

A **100% multimedia environment offering innovative learning** can be accessed on and off campus: e-learning platform, remote access to the School's databases and documentary material (e-books, electronic periodicals, specialised databases, etc.).

Close to the city centre and major transport routes:

- 10 min from Rouen city centre by bus
- 15 min from the railway station by bus
- 1 hr 15 from Paris by train or car
- 1 hr from the Normandy coast by train or car



# **FALL SEMESTER**

# **COURSE CATALOGUE**

# **2021-2022**



# ROUEN CAMPUS

*This non-binding course offer is subject to change.*

## How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2 & 3 -Y4 ONLY as an advanced track- from the programmes Global BBA (GBBA) & Pre-Master in Management (YEAR 3 MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM), Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track
- ✓ Courses from Spring semester are not definitive and can change before the beginning of the semester

## UNDERGRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Psychology and Organisational Behaviour</a>	GBBA	Y2	30	EN	6
<a href="#">Macroeconomics</a>	GBBA	Y2	30	EN	6
<a href="#">Economics 1</a>	MIM	Y3	30	EN	5
<a href="#">The Social Impact of Globalisation and Innovation</a>	GBBA	Y3	30	EN	5
<a href="#">Human Resource Management</a>	GBBA	Y3	30	EN	6
<a href="#">Management Accounting and Control</a>	GBBA	Y3	30	EN	6
<a href="#">Entrepreneurship</a>	GBBA	Y3	30	EN	5
<a href="#">Marketing Management</a>	MIM	Y3	30	EN	5
<a href="#">Marketing Management</a>	MIM	Y3	30	FRE	5
<a href="#">Comptabilité Générale</a>	MIM	Y3	30	FRE	5
<a href="#">Droit des affaires</a>	MIM	Y3	30	FRE	5
<a href="#">Data Analysis &amp; Business Intelligence</a>	GBBA	Y4	30	EN	6
<a href="#">Intrapreneurship and Project Management</a>	GBBA	Y4	30	EN	6
<a href="#">Entrepreneurship Project</a>	GBBA	Y4	30	EN	6
<a href="#">Managerial Finance</a>	GBBA	Y2	30	EN	6
<a href="#">Leadership and Organization Development</a>	GBBA	Y4	30	EN	6
<a href="#">Project Management</a>	GBBA	Y3	30	EN	6
<a href="#">FL - Boosting your Employability in France – for levels B1 and up</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – all levels</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – Beginner</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Discovering and Understanding French Culture – for beginners and levels A1, A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Business B1-B2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Découvrir et comprendre la culture française – for levels B1 and up</a>	FLE	N/A	30	FRE	5

## GRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Forecasting and Decision making</a>	MIM	Y4	30	ENG	5
<a href="#">Innovation Management</a>	MIM	Y4	30	ENG	5
<a href="#">Strategic Marketing</a>	MIM	Y4	30	ENG	5
<a href="#">Financial Decision under Uncertainty</a>	MIM	Y4	30	ENG	5
<a href="#">Data Science for Finance</a>	MIM	Y4	30	ENG	5
<a href="#">International Management</a>	MIM	Y4	30	ENG	5
<a href="#">Investments</a>	MIM	Y4	30	ENG	5
<a href="#">International Trade</a>	MIM	Y4	30	ENG	5
<a href="#">Communication Strategies</a>	MIM	Y4	30	ENG	5
<a href="#">Brand Management and Story Telling</a>	MIM	Y4	30	ENG	5
<a href="#">Advanced Team Management</a>	MIM	Y4	30	ENG	5
<a href="#">Reporting with IFRS</a>	MIM	Y4	30	ENG	5
<a href="#">Leading Change</a>	MIM	Y4	30	ENG	5
<a href="#">Supply Chain Management</a>	MIM	Y4	30	ENG	5
<a href="#">The Economics of Culture</a>	MIM	Y4	30	ENG	5
<a href="#">FL - Boosting your Employability in France – for levels B1 and up</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – all levels</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – Beginner</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Discovering and Understanding French Culture – for beginners and levels A1, A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Business B1-B2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Découvrir et comprendre la culture française – for levels B1 and up</a>	FLE	N/A	30	FRE	5

## SPECIALIST GRADUATE TRACKS

When choosing a specialised track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

### [Financial Markets & Technology \(MSc, 30 ECTS\)](#)

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Credit Risk	Y5	30	ENG	5
Market Risk	Y5	30	ENG	5
Fintech & CryptoFinance	Y5	30	ENG	5
Financial Data Visualization	Y5	30	ENG	5
Market Microstructure	Y5	30	ENG	5
Python for Finance	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

### [Supply Chain Management \(MSc, 30 ECTS\)](#)

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Transportation and Logistics	Y5	30	ENG	5
Supply Chain Modeling	Y5	30	ENG	5
Strategic Supply Chain Management	Y5	30	ENG	5
Strategic Purchasing	Y5	30	ENG	5
Industrial Organization	Y5	30	ENG	5
Green Supply Chain and CSR	Y5	30	ENG	5
<i>French (optional)</i>	<i>N/A</i>	<i>30</i>	<i>FRE</i>	<i>5</i>

# REIMS CAMPUS

*This non-binding course offer is subject to change.*

## How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2, 3 & 4 from the programmes CESEM, Global BBA (GBBA) & Pre-Master in Management (MIM Year 3)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM), Master in Innovation & Digital Management (TEMA) Master of Science (MSc) and CESEM
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track
- ✓ Courses from Spring semester are not definitive and can change before the beginning of the semester

## UNDERGRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Business Ethics</a>	CESEM	Y3	30	ENG	6
<a href="#">Contrôle de gestion</a>	CESEM	Y3	30	FRE	6
<a href="#">Economics 1</a>	MIM	Y3	30	ENG	5
<a href="#">Ethique et responsabilité sociale</a>	CESEM	Y3	30	FRE	6
<a href="#">Fundamentals of Finance</a>	CESEM	Y3	30	ENG	6
<a href="#">Globalisation et innovation</a>	CESEM	Y3	30	FRE	6
<a href="#">Globalization and Innovation</a>	CESEM	Y3	30	ENG	6
<a href="#">Human Resource Management</a>	CESEM	Y3	30	ENG	6
<a href="#">Management Accounting and Control</a>	CESEM	Y3	30	ENG	6
<a href="#">Management des ressources humaines</a>	CESEM	Y3	30	FRE	6
<a href="#">Management stratégique</a>	CESEM	Y3	30	FRE	6
<a href="#">Marketing stratégique</a>	CESEM	Y3	30	FRE	6
<a href="#">Operations Management</a>	GBBA	Y2	30	ENG	6
<a href="#">Marketing Management</a>	MIM	Y3	30	ENG	5
<a href="#">Psychology and Organisational Behaviour</a>	GBBA	Y2	30	ENG	6
<a href="#">Strategic Management</a>	CESEM	Y3	30	ENG	6
<a href="#">Finance d'entreprise</a>	CESEM	Y3	30	FRE	6
<a href="#">Strategic Marketing</a>	CESEM	Y3	30	ENG	6
<a href="#">Macro Economics</a>	GBBA	Y2	30	ENG	6
<a href="#">Entrepreneurship</a>	GBBA	Y3	30	ENG	5
<a href="#">The social Impact of Globalisation and Innovation</a>	GBBA	Y3	30	ENG	5
<a href="#">Managerial Finance</a>	GBBA	Y2	30	ENG	6
<a href="#">Project Management</a>	GBBA	Y3	30	ENG	6
<a href="#">Human Resource Management</a>	GBBA	Y3	30	ENG	6

<a href="#">Management Accounting and Control</a>	GBBA	Y3	30	EN	6
<a href="#">Data Analysis &amp; Business Intelligence</a>	GBBA	Y4	30	EN	6
<a href="#">Intrapreneurship and Project Management</a>	GBBA	Y4	30	EN	6
<a href="#">Entrepreneurship Project</a>	GBBA	Y4	30	EN	6
<a href="#">Introduction aux systèmes d'information</a>	TEMA	Y1	30	FRE	5
<a href="#">Marketing fondamental</a>	TEMA	Y1	30	FRE	5
<a href="#">Design graphique et numérique</a>	TEMA	Y1	30	FRE	5
<a href="#">Comptabilité</a>	TEMA	Y1	30	FRE	5
<a href="#">Culture Digital</a>	TEMA	Y1	30	FRE	5
<a href="#">FL - Discovering and Understanding French Culture – for beginners and levels A1, A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Business B1-B2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication A1 – A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – Beginner</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Découvrir et comprendre la culture française – for levels B1 and up</a>	FLE	N/A	30	FRE	5

## GRADUATE FALL OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Forecasting and Decision making</a>	MIM	Y4	30	ENG	5
<a href="#">Innovation Management</a>	MIM	Y4	30	ENG	5
<a href="#">Strategic Marketing</a>	MIM	Y4	30	ENG	5
<a href="#">Financial Decisions Under Uncertainty</a>	MIM	Y4	30	ENG	5
<a href="#">Data Science for Finance</a>	MIM	Y4	30	ENG	5
<a href="#">International Management</a>	MIM	Y4	30	ENG	5
<a href="#">Investments</a>	MIM	Y4	30	ENG	5
<a href="#">International Trade</a>	MIM	Y4	30	ENG	5
<a href="#">Communication Strategies</a>	MIM	Y4	30	ENG	5
<a href="#">Brand Management and Story Telling</a>	MIM	Y4	30	ENG	5
<a href="#">Advanced Team Management</a>	MIM	Y4	30	ENG	5
<a href="#">Reporting with IFRS</a>	MIM	Y4	30	ENG	5
<a href="#">Leading Change</a>	MIM	Y4	30	ENG	5
<a href="#">Supply Chain Management</a>	MIM	Y4	30	ENG	5
<a href="#">The Economics of Culture</a>	MIM	Y4	30	ENG	5
<a href="#">FL - Discovering and Understanding French Culture – for beginners and levels A1, A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Business B1-B2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication A1 – A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – Beginner</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Découvrir et comprendre la culture française – for levels B1 and up</a>	FLE	N/A	30	FRE	5

## SPECIALIST GRADUATE TRACKS

When choosing a specialised track of a Master of Science (MSc) or the Master in Innovation & Digital Management (TEMA), students can only take classes within their chosen track and a French language class (optional).

### [Innovation & Digital Management \(Master\) – TEMA Programme](#)

This track has four different options. Please note that the Intensive tracks are taught as week-long seminars.

#### 1. Intermediate Graduate Track - 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Business Analytics</a>	Y4	30	ENG	5
<a href="#">Change Management in IT Environment</a>	Y4	30	ENG	5
<a href="#">Digital Business Strategy</a>	Y4	30	ENG	5
<a href="#">Project Management methodologies</a>	Y4	30	ENG	5
<b>SPECIALISATIONS (each specialisation consists of two 30 hour classes. Only one specialisation can be chosen)</b>				
Disruptive Marketing & New Markets specialisation <ul style="list-style-type: none"> <li><a href="#">Digital communication &amp; social media</a></li> <li><a href="#">Experiential marketing &amp; customer centric culture</a></li> </ul>	Y4	60	ENG	10
Digital Transformation & New Business Models specialisation <ul style="list-style-type: none"> <li><a href="#">Supply chain optimization</a></li> <li><a href="#">IS consulting</a></li> </ul>	Y4	60	ENG	10

#### 2. Advanced Graduate Track – 31 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Big Data</a>	Y5	30	ENG	5
<a href="#">Innovation &amp; Entrepreneurship</a>	Y5	45	ENG	6
<a href="#">Digital Innovation &amp; New Businesses</a>	Y5	30	ENG	5
<a href="#">Leadership</a>	Y5	30	ENG	5
<b>SPECIALISATIONS (each specialisation consists of two 30 hour classes. Only one specialisation can be chosen)</b>				
Disruptive Marketing & New Markets specialisation <ul style="list-style-type: none"> <li><a href="#">Design Thinking &amp; UX</a></li> <li><a href="#">Disruptive Marketing</a></li> </ul>	Y5	60	ENG	10
Digital Transformation & New Business Models specialisation <ul style="list-style-type: none"> <li><a href="#">Digital Governance</a></li> <li><a href="#">E-Supply Chain Management</a></li> </ul>	Y5	60	ENG	10



### 3. Intensive Track Disruptive Marketing & New Markets - 20 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Digital communication &amp; social media</a>	Y4	30	ENG	5
<a href="#">Experiential marketing &amp; customer centric culture</a>	Y4	30	ENG	5
<a href="#">Design Thinking &amp; UX</a>	Y5	30	ENG	5
<a href="#">Disruptive Marketing</a>	Y5	30	ENG	5

### 4. Intensive Track Digital Transformation & New Business Models – 20 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Supply chain optimization</a>	Y4	30	ENG	5
<a href="#">IS consulting</a>	Y4	30	ENG	5
<a href="#">Digital Governance</a>	Y5	30	ENG	5
<a href="#">E-Supply Chain Management</a>	Y5	30	ENG	5

### [Human Resources Consulting \(MSc, 30 ECTS\)](#)

Track Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Macro Organizational Development (and change)	Y5	30	ENG	5
Developing HR strategy and creating value	Y5	30	ENG	5
Sociological and clinical approaches of work	Y5	30	ENG	5
Cross-Cultural Management	Y5	30	ENG	5
Work Psychology and Organizational Behavior	Y5	30	ENG	5
Negotiation and Dispute Resolution	Y5	30	ENG	5
<i>French (optional)</i>	N/A	30	FRE	5

### [Global Management Track \(MSc, 30 ECTS\)](#)

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advance Strategic Toolkit	Y5	30	ENG	5
Cross-cultural Agility in Global Business	Y5	30	ENG	5
<a href="#">Financial Analysis for Business Decision Making</a>	Y5	30	ENG	5
International Business : Disruption and Challenges	Y5	30	ENG	5
International Negotiation Skills	Y5	30	ENG	5
Service Marketing & Customer Experience Management	Y5	30	ENG	5
<i>French (optional)</i>	N/A	30	FRE	5

# **SPRING SEMESTER**

# **COURSE CATALOGUE**

# **2021-2022**

# ROUEN CAMPUS

*This non-binding course offer is subject to change.*

## How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2 & 3 from the programmes Global BBA (GBBA) & Pre-Master in Management (MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM) & Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

## UNDERGRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Blockchain and Fintech</a>	GBBA	Y4	30	ENG	6
<a href="#">Brand Marketing</a>	GBBA	Y4	30	ENG	6
<a href="#">Corporate Finance</a>	MIM	Y3	30	ENG	5
<a href="#">Financial Derivatives and Risk Management</a>	GBBA	Y4	30	ENG	6
<a href="#">Integrated Marketing Communication &amp; Digital</a>	GBBA	Y3	30	ENG	6
<a href="#">Operations Management</a>	GBBA	Y3	30	ENG	6
<a href="#">Corporate Valuation</a>	GBBA	Y3	30	ENG	6
<a href="#">Strategic Management</a>	GBBA	Y3	30	ENG	6
<a href="#">Strategic Innovation Management</a>	GBBA	Y3	30	ENG	6
<a href="#">Sustainable Business</a>	GBBA	Y4	30	ENG	6
<a href="#">Purchasing, Procurement and Supply Chain Management</a>	GBBA	Y4	30	ENG	6
<a href="#">Strategic Marketing</a>	GBBA	Y3	30	ENG	6
<a href="#">The Digital Organisation</a>	GBBA	Y3	30	ENG	6
<a href="#">Web Marketing</a>	GBBA	Y4	30	ENG	6
<a href="#">Corporate Social Responsibility</a>	GBBA	Y3	30	ENG	6
<a href="#">Leadership and Organization Development</a>	GBBA	Y4	30	ENG	6
<a href="#">Data Analysis &amp; Business Intelligence</a>	GBBA	Y4	30	ENG	6
<a href="#">FL - Boosting your Employability in France – for levels B1 and up</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – all levels</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – Beginner</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Discovering and Understanding French Culture – for beginners and levels A1, A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Business B1-B2</a>	FLE	N/A	30	FRE	5

<a href="#">FL - Découvrir et comprendre la culture française – for levels B1 and up</a>	FLE	N/A	30	FRE	5
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## GRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Brand Management and Story Telling</a>	MIM	Y4	30	ENG	5
<a href="#">Financial Analysis</a>	MIM	Y4	30	ENG	5
<a href="#">Communication Strategies</a>	MIM	Y4	30	ENG	5
<a href="#">Global Marketing</a>	MIM	Y4	30	ENG	5
<a href="#">International Management</a>	MIM	Y4	30	ENG	5
<a href="#">International Trade</a>	MIM	Y4	30	ENG	5
<a href="#">Investments</a>	MIM	Y4	30	ENG	5
<a href="#">Money and Banking</a>	MIM	Y4	30	ENG	5
<a href="#">Operation research</a>	MIM	Y4	30	ENG	5
<a href="#">Programming with R</a>	MIM	Y4	30	ENG	5
<a href="#">Reporting with IFRS</a>	MIM	Y4	30	ENG	5
<a href="#">Search Engine Marketing and Community Management</a>	MIM	Y4	30	ENG	5
<a href="#">Strategic Marketing</a>	MIM	Y4	30	ENG	5
<a href="#">The Economics of Culture</a>	MIM	Y4	30	ENG	5
<a href="#">Economic Policy</a>	MIM	Y4	30	ENG	5
<a href="#">Data Science for Finance</a>	MIM	Y4	30	ENG	5
<a href="#">Financial Decisions under Uncertainty</a>	MIM	Y4	30	ENG	5
<a href="#">Capital Budgeting and Financing</a>	MIM	Y4	30	ENG	5
<a href="#">FL - Boosting your Employability in France – for levels B1 and up</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – all levels</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – Beginner</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Discovering and Understanding French Culture – for beginners and levels A1, A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Business B1-B2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Découvrir et comprendre la culture française – for levels B1 and up</a>	FLE	N/A	30	FRE	5

## SPECIALIST GRADUATE TRACKS

When choosing a specialized track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

### [International Marketing and Brand Management \(MSc\), 30 ECTS](#)

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Marketing services	Y5	30	ENG	5
Digital communication	Y5	30	ENG	5
Ethics & Critical marketing	Y5	30	ENG	5
Integrated marketing communication (IMC)	Y5	30	ENG	5
Retail and channel management	Y5	30	ENG	5
Sales leadership and negotiation	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

### [Corporate Finance \(MSc\), 30 ECTS](#)

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Corporate Valuation	Y5	30	ENG	5
Risk Management and Derivatives	Y5	30	ENG	5
Debt Instruments	Y5	30	ENG	5
Corporate Restructuring	Y5	30	ENG	5
Private Equity & Early Stage Capital	Y5	30	ENG	5
Mergers & Acquisitions	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

### [Marketing French Excellence \(MSc\), 30 ECTS](#)

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Distributive Marketing	Y5	30	ENG	5
Fashion Marketing	Y5	30	ENG	5
Industrial B2B Marketing	Y5	30	ENG	5
Luxury Marketing	Y5	30	ENG	5
Millennial Marketing	Y5	30	ENG	5
Service Marketing	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	FRE	5

**International Sales Management (MSc), 30 ECTS**

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Psychology & Techniques of International Negotiations	Y5	30	ENG	5
Sales Tech & Disruption	Y5	30	ENG	5
Retail & Key Account Management	Y5	30	ENG	5
Social Responsibility, Ethics and Sales	Y5	30	ENG	5
Sales Force Management	Y5	30	ENG	5
Human Dynamics : Marketing-Sales Interface, Leadership and Team Dynamics	Y5	30	ENG	5
<i>French (optional)</i>	Y5	30	<i>FRE</i>	5

# REIMS CAMPUS

*This non-binding course offer is subject to change.*

## How to read our course catalogue?

- ✓ The Catalogue is divided into Fall (Rouen/Reims) & Spring (Rouen/Reims)
- ✓ The Undergraduate / Graduate classes are separated as students CANNOT mix the two
- ✓ Undergraduate classes are Year 1, 2 & 3 from the programmes CESEM & Pre-Master in Management (MIM)
- ✓ Graduate classes are Year 4 & 5 from the programmes Master in Management (MIM) and Master of Science (MSc)
- ✓ Where the term "Track" is mentioned, this requires the student to ONLY take classes within the chosen track

## UNDERGRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Financial Analysis and Management</a>	CESEM	Y1	30	ENG	6
<a href="#">Marketing Management</a>	CESEM	Y1	30	ENG	6
<a href="#">QMII : Data Analytics</a>	CESEM	Y1	30	ENG	6
<a href="#">OB and Intercultural Management</a>	CESEM	Y2	30	ENG	6
<a href="#">Consumer Behavior &amp; Market research</a>	CESEM	Y2	30	ENG	6
<a href="#">Managerial Accounting</a>	CESEM	Y2	30	ENG	6
<a href="#">Foundation of Investments</a>	CESEM	Y2	30	ENG	6
<a href="#">Macro Economics</a>	CESEM	Y2	30	ENG	6
<a href="#">Brand Marketing</a>	CESEM	Y3	30	ENG	6
<a href="#">Corporate Finance</a>	MIM	Y3	30	ENG	5
<a href="#">Data Analysis &amp; Business Intelligence</a>	CESEM	Y3	30	ENG	6
<a href="#">Entrepreneurship</a>	CESEM	Y3	30	ENG	6
<a href="#">Innovation Management</a>	CESEM	Y3	30	ENG	6
<a href="#">Leadership and Organization Development</a>	CESEM	Y3	30	ENG	6
<a href="#">Negotiation</a>	CESEM	Y3	30	ENG	6
<a href="#">The Digital Organization</a>	CESEM	Y3	30	ENG	6
<a href="#">The Digital Organization</a>	GBBA	Y3	30	ENG	6
<a href="#">Corporate Valuation</a>	GBBA	Y3	30	ENG	6
<a href="#">Strategic Innovation Management</a>	GBBA	Y3	30	ENG	6
<a href="#">Integrated Marketing Communication &amp; Digital</a>	GBBA	Y3	30	ENG	6
<a href="#">Operations Management</a>	GBBA	Y3	30	ENG	6
<a href="#">Strategic Management</a>	GBBA	Y3	30	ENG	6



<a href="#">Strategic Marketing</a>	GBBA	Y3	30	ENG	6
<a href="#">Blockchain and Fintech</a>	GBBA	Y4	30	ENG	6
<a href="#">Purchasing, Procurement and Supply Chain Management</a>	GBBA	Y4	30	ENG	6
<a href="#">Web Marketing</a>	GBBA	Y4	30	ENG	6
<a href="#">Financial Derivatives and Risk Management</a>	GBBA	Y4	30	ENG	6
<a href="#">Brand Marketing</a>	GBBA	Y4	30	ENG	6
<a href="#">Sustainable Business</a>	GBBA	Y4	30	ENG	6
<a href="#">Corporate Social Responsibility</a>	GBBA	Y3	30	ENG	6
<a href="#">Leadership and Organization Development</a>	GBBA	Y4	30	ENG	6
<a href="#">Data Analysis &amp; Business Intelligence</a>	GBBA	Y4	30	ENG	6
<a href="#">Stratégie</a>	TEMA	Y2	30	FR	5
<a href="#">Gestion de la data &amp; CRM</a>	TEMA	Y2	30	FR	5
<a href="#">Digital marketing</a>	TEMA	Y2	30	FR	5
<a href="#">FL - Boosting your Employability in France – for levels B1 and up</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – all levels</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – Beginner</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Discovering and Understanding French Culture – for beginners and levels A1, A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Business B1-B2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Découvrir et comprendre la culture française – for levels B1 and up</a>	FLE	N/A	30	FRE	5

## GRADUATE SPRING OFFER

Course Title	Programme	Year	Nb Contact hours	Language of instruction	ECTS credits
<a href="#">Brand Management and Story Telling</a>	MIM	Y4	30	ENG	5
<a href="#">Financial Analysis</a>	MIM	Y4	30	ENG	5
<a href="#">Communication Strategies</a>	MIM	Y4	30	ENG	5
<a href="#">Global Marketing</a>	MIM	Y4	30	ENG	5
<a href="#">International Management</a>	MIM	Y4	30	ENG	5
<a href="#">International Trade</a>	MIM	Y4	30	ENG	5
<a href="#">Investments</a>	MIM	Y4	30	ENG	5
<a href="#">Money and Banking</a>	MIM	Y4	30	ENG	5
<a href="#">Operation research</a>	MIM	Y4	30	ENG	5
<a href="#">Programming with R</a>	MIM	Y4	30	ENG	5
<a href="#">Reporting with IFRS</a>	MIM	Y4	30	ENG	5
<a href="#">Search Engine Marketing and Community Management</a>	MIM	Y4	30	ENG	5
<a href="#">Strategic Marketing</a>	MIM	Y4	30	ENG	5
<a href="#">The Economics of Culture</a>	MIM	Y4	30	ENG	5
<a href="#">Economic Policy</a>	MIM	Y4	30	ENG	5
<a href="#">Data Science for Finance</a>	MIM	Y4	30	ENG	5
<a href="#">Financial Decisions under Uncertainty</a>	MIM	Y4	30	ENG	5
<a href="#">Capital Budgeting and Financing</a>	MIM	Y4	30	ENG	5
<a href="#">FL - Boosting your Employability in France – for levels B1 and up</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – all levels</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Communication – Beginner</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Discovering and Understanding French Culture – for beginners and levels A1, A2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - French for Business B1-B2</a>	FLE	N/A	30	FRE	5
<a href="#">FL - Découvrir et comprendre la culture française – for levels B1 and up</a>	FLE	N/A	30	FRE	5

## SPECIALIST GRADUATE TRACKS

When choosing a specialised track from a Master of Science (MSc), students can only take classes within their chosen track and a French language class (optional).

### Corporate Finance (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Corporate Valuation	Y5	30	ENG	5
Risk Management and Derivatives	Y5	30	ENG	5
Debt Instruments	Y5	30	ENG	5
Corporate Restructuring	Y5	30	ENG	5
Private Equity & Early Stage Capital	Y5	30	ENG	5
Mergers & Acquisitions	Y5	30	ENG	5
French (optional)	Y5	30	FRE	5

### International Marketing and Brand Management (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Marketing services	Y5	30	ENG	5
Digital communication	Y5	30	ENG	5
Ethics & Critical marketing	Y5	30	ENG	5
Integrated marketing communication (IMC)	Y5	30	ENG	5
Retail and channel management	Y5	30	ENG	5
Sales leadership and negotiation	Y5	30	ENG	5
French (optional)	Y5	30	FRE	5

### Accounting, Auditing & Advisory (MSc), 30 ECTS

Course Title	Year	Nb Contact hours	Language of instruction	ECTS credits
Advanced Management Accounting	Y5	30	ENG	5
Data & Analytics for Strategic Decisions	Y5	30	ENG	5
Financial Statements Analysis	Y5	30	ENG	5
Managing Social Responsibility, Governance & Ethics	Y5	30	ENG	5
Risk Management & Internal Controls	Y5	30	ENG	5
Strategic Performance Management	Y5	30	ENG	5
French (optional)	Y5	30	FRE	5

## GRADING SYSTEM

NEOMA BS Grading System	NEOMA BS	ECTS Scale	US Scale	GPA
<b>EXCELLENT</b> - outstanding performance with only minor errors	17 - 20	A	A+	4
<b>VERY GOOD</b> - above the average standard but with some errors	15 – 16	B	A	3,7
<b>GOOD</b> - generally sound work with a number of notable errors	13 – 14	C	B+	3,3
<b>SATISFACTORY</b> - fair but with significant shortcomings	11 – 12	D	B	3
<b>SUFFICIENT</b> - performance meets the minimum criteria	10	E	C	2
<b>Fail</b> - some more work required before the credit can be awarded	9	FX	C -	1,7
	8		D	1
<b>FAIL</b> - considerable work is required	0 - 7	F	F	0

# **COURSE DESCRIPTIONS**

**Fall & Spring  
Rouen & Reims**

**COURSE: Psychology and Organisational Behaviour**

**CODE: 2122\_PO\_3\_2\_019\_E**

<b>PROGRAMME:</b> Global BBA	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**

In this course, students will reflect on how employees and managers can understand and predict behavior at work. They will also study how the field of psychology has contributed to improve our understanding of best managerial practices. They will further examine how organizations can create conditions that optimize team dynamics and promote creativity

**PREREQUISITE:**

Fluent in English Fundamentals of Management or equivalent

- LEARNING OUTCOMES:**
- Understand the fundamental dynamics of social relationships within teams, and between teams.
  - Identify personal strengths and weaknesses in managerial and creative roles.
  - Identify ways to improve individual creativity and team effectiveness.

- TEACHING METHODS:**
- Class Participation – (20%)
  - Group Work (40%)
    - GROUP WORK 1: IN-CLASS ACTIVITIES (20%)
    - Groups and classroom layout:
    - Activities:
    - Role-plays, simulations
    - Video analysis
    - Business case analysis
    - GROUP WORK 2: GROUP PROJECT (20%)
  - Final exam (40%)

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**COURSE: Corporate Valuation**

**CODE: 2122\_FI\_3\_2\_001\_E**

**PROGRAMME: Global BBA**

**LEVEL: Undergraduate**

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Spring

**CAMPUS:** Rouen-Reims

**TEACHING HOURS:** 30

**CREDITS:** 6

**PRESENTATION:**

This course is designed to re-enforce and expand the basic knowledge and tools developed in an introductory finance course. The course introduces more advanced corporate valuation methods to equip students with the skills necessary to analyze corporate investment decisions. The course also provides ample opportunity to enhance your understanding of concepts by solving a variety of real-world problems. This course is suitable for students seeking careers in finance, including investment bankers, consultants, analysts, and corporate treasurers.

**PREREQUISITE:**

Basic knowledge and skills in economics, statistics, algebra, accounting, and Excel are required. An introductory finance course or Managerial Finance (previously known as Foundations of Investments) is a pre-requisite.

**LEARNING OUTCOMES:**

- Objectif\_1: forecast the firm's future free cash flows
- Objectif\_2: value firms using discounted cash flow analysis
- Objectif\_3: perform the project's risk analysis
- Objectif\_4: estimate the cost of capital
- Objectif\_5: value firms using comparables

**TEACHING METHODS:**

Classes will be a combination of lectures, exercises, and a team project.

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**COURSE: Strategic Management**

**CODE: 2122\_ST\_3\_2\_011\_E**

<b>PROGRAMME: Global BBA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Semester course</b>	<b>LANGUAGE: English</b>
<b>TERM: Spring</b>	<b>CAMPUS: Rouen-Reims</b>

<b>TEACHING HOURS: 30</b>	<b>CREDITS: 6</b>
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**PRESENTATION:**

This course focuses on management issues from the perspective of a general manager operating in an international firm. It integrates what we learn in each functional discipline. The course will cover topics such as external and internal business environment, firms' generic strategies, and different levels and types of strategies. This course will also introduce international aspects of strategic management, such as taking into consideration an international business environment, formulating and implementing an international strategy.

**PREREQUISITE:**

Students are required to attend every session of this course. They are also required to put on strategic lenses and take the perspective of a general manager who is responsible for setting and pursuing organizational goals.

**LEARNING OUTCOMES:**

- Objectif\_1: • Understand the concept of strategy, applied at both the business unit and at the corporate levels
- Objectif\_2: • Analyze an international firm's business environment
- Objectif\_3: • Understand how a firm develops a sustainable competitive advantage in an international business environment
- Objectif\_4: • Understand how firms formulate and implement strategy in an international context

**TEACHING METHODS:**

This course is integrated with pedagogical approaches such as classroom organization, student-centered projects, distance (online) learning, etc.

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**COURSE: Strategic Innovation Management**

**CODE: 2122\_ST\_4\_2\_007\_E**

<b>PROGRAMME: Global BBA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Semester course</b>	<b>LANGUAGE: English</b>
<b>TERM: Spring</b>	<b>CAMPUS: Rouen-Reims</b>

<b>TEACHING HOURS: 30</b>	<b>CREDITS: 6</b>
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**PRESENTATION:**

This course aims to equip students with the knowledge and skills to understand, analyze, and evaluate issues regarding managing innovation. It views innovation as a process taking place at the organization level, from opportunities searching, projects selecting, implementing, to value capturing. Going beyond the boundary of organizations, the course also covers topics such as diffusion, collaboration network, innovation in emerging economies, and other frontier issues.

**PREREQUISITE:**

A good level of English is required to follow the course. A basic understanding of how organizations work is also recommended.

**LEARNING OUTCOMES:**

- Explain the concept of innovation and its impacts.
- Present key stages of the innovation process.
- Assess the process of new product development.
- Identify challenges related to resource allocation and organization.
- Explore possibilities of collaboration network.
- Compare different approaches to capture value.
- Acquire skills in accelerating diffusion.
- Formulate plans to bring disruptive technology to the mainstream market.
- Apply frameworks and tools to analyze business cases.
- Evaluate innovation activities taking place in an organization.
- Develop the ability to work in groups

**TEACHING METHODS:**

The course is delivered via a combination of different pedagogical approaches. A class session often includes interactive lectures, exercises/activities, group discussion, and student presentations. Students will have opportunities to engage in experiential learning through conducting fieldwork for the final project and playing simulation games. To enhance the learning experience, the course uses a variety of materials, including textbooks, business books, cases, and simulation games. Throughout the course, students are expected to hand in several home assignments. A high level of student engagement is requested for the course.

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**COURSE: Sustainable Business**

**CODE: 2122\_DD\_4\_2\_003\_E**

<b>PROGRAMME: Global BBA</b>		<b>LEVEL: Undergraduate</b>
<b>TYPE: Semester course</b>	<b>LANGUAGE: English</b>	
<b>TERM: Spring</b>	<b>CAMPUS: Rouen</b>	
<b>TEACHING HOURS: 30</b>	<b>CREDITS: 6</b>	

**PRESENTATION:**

Increasingly, society and the economy have to tackle the challenges of sustainable development (SD). In this context, firms, whatever their sectors of activity, size, and location, have to adapt their vision and practices in every area: research and development, supply chain management, marketing, business model, management, communication and management control. All this makes a significant impact on their costs and strategy. These changes lead to debate, negotiation and compromise between the different stakeholders impacted by the firm's activity. The changes can also be seen in jurisprudence, customer expectations and new norms and laws. For a firm, corporate social responsibility (CSR) and SD are linked to risk management, innovation and the development of new business models, some of which can lead to society level changes. Facing these issues, the firm can react in various ways: defensively, as followers or proactively. These evolutions also have consequences for the individual. As new social and legal expectations emerge, every member of the firm can face personal dilemmas: what attitude should I adopt in the face of irresponsible or unethical practices?

The aim of this course is to prepare students for current and future changes in firms and their profession in connection with the need for companies to take into account the impact of their activities on the physical, economic and social environment.

**PREREQUISITE: None**

**LEARNING OUTCOMES:**

- To understand the interrelated current challenges of sustainable development, social responsibility and ethical voice;
- To understand the dynamic that leads from public debate and controversy to the appearance of new behavioural principles for firms;
- To know and understand the principal tools and references related to CSR/SD and ethics, in every department of the company;
- To perceive the potential for innovation and reconfiguration that CSR/SD represents for firms, the economy and society as a whole, in the developed countries as well as in the developing ones.

**TEACHING METHODS:**

Learning results from classes alternating input from the professor and discussion of case studies and examples, workshops facilitated by the professor and collective and individual work carried out in parallel with the classes. The teaching method is based on student involvement: building on active participation in class and significant personal investment outside class time, especially with regard to work such as: case studies to read and prepare before class; research and analysis to prepare before class; applied case studies to be studied after class; compulsory additional reading on topics dealt with in class.

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**COURSE: Macroeconomics**

**CODE: 2122\_EC\_3\_2\_002\_E**

**PROGRAMME: Global BBA**

**LEVEL: Undergraduate**

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Fall

**CAMPUS:** Rouen/ Reims

**TEACHING HOURS:** 30

**CREDITS:** 6

- **PRESENTATION:**

- **Learning Goal:**

The main goal of the course is to make students understand the mechanisms of economic fluctuations, and how government policies can either boost or hamper those mechanisms such as consumption, investment, employment, inflation, economic growth, and foreign trade. The course exposes students to short, medium and long run analyses, and whether public policy is efficient or desirable in each context. The main point is to show students that government intervention has both intended and unintended consequences in correcting economic fluctuations.

- **Learning Objective:**

The objective of this course is to provide students with the analytical tools to understand both the macroeconomic mechanisms of consumption, saving/investment, employment, inflation, economic growth, and foreign trade. In order to show the boosting and hampering effects of public policy, the students will be presented with both mathematical and argumentative tools capable of apprehending macroeconomic phenomena in a concise manner.

- **PREREQUISITE:**

Good level of spoken english  
Terminal SES-like economic knowledge  
Prépa EC common core-like economic knowledge  
Algebra

**LEARNING OUTCOMES:**

- 

**TEACHING METHODS:**

Teaching is centred on 15 class sessions of 3 hours each. 75% of class time shall consist of lectures supported by PPT slides and other material selected by instructors, as well as, interactions with students regarding the arguments and mechanisms presented. 25% of class time shall be dedicated to the practice of exercises and analysis of policy argumentation. Students are required to read the course material (textbook chapters) *before* each session, and trying to solve chapter exercises previously indicated by the Head of the Course. Students are strongly encouraged to present their questions on course material, exercises, and economic current affairs related to the course. Instructors might complement the main lectures with additional material contextualizing course content with economic current affairs.

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**COURSE: Project Management**

**CODE: 2122\_ST\_3\_2\_008\_E**

<b>PROGRAMME: Global BBA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen/ Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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- **PRESENTATION:**

The objective of this course is to present students with the fundamentals of project management, as well as the skills and behaviors that can allow companies and employees not only to achieve successful outcomes, but to take a strategic view towards gaining competitive advantage through the management of complex projects.

- **PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understand the fundamental concepts of Project Management
- Identify the necessary skills required to successfully manage complex projects
- Evaluate the impact of leadership and team coordination on successful projects
- Understand how to navigate through the challenges and opportunities faced within the management of different projects
- Gain an overview of different issues that impact project management – cross-cultural and international settings

**TEACHING METHODS:**

Face-to-face instruction and working sessions.

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**COURSE: Stratégie**

**CODE: 2122\_ST\_3\_1\_005\_F**

**PROGRAMME: TEMA**

**LEVEL: Undergraduate**

**TYPE: Core course**

**LANGUAGE: French**

**TERM: Spring**

**CAMPUS: Reims**

**TEACHING HOURS: 30**

**CREDITS: 5**

• **PRESENTATION:**

The aim of the strategy course is to understand and master the concepts and tools used to manage organisations as a whole. This course prepares students to make and implement reasoned decisions about the development of the firm. The strategy course is a core course for students aiming to reach demanding positions of responsibility. It includes concepts specific to strategy and relies on knowledge acquired in fields useful for strategy development (finance, marketing, and economics). By giving students an overall vision of the firm and by developing a methodology to respond to the complexity of strategic decisions in rapidly changing environments, the strategy course aims to encourage enlightened decision making in contexts that are unique every time. Rather than proposing pre-established solution, this course uses case studies to develop a structured approach in which students analyse and act on each situation autonomously. It aims to encourage students to analyse the situations and become engaged, to develop their ability to tackle the constant strategic contradictions that managers encounter every day. With this in view, the course provides students with numerous analytical tools that highlight strategic problems and ways of solving strategic dilemmas. The overall aim of the strategy course is the creation of value not only for the client but also for shareholders and other stakeholders involved in corporate life and development. It is based on the values of corporate social responsibility and the development of specific assets and distinctive capacities within the firm (the resource-based view). The course also stresses the specific challenges and difficulties of implementing strategy and strategic change. Finally, the course is designed to enable students to face current challenges: corporate globalisation, accelerating transformation and the innovation economy, accepting the uncertain, or taking risks in situations that the most elaborate models cannot claim to capture in full.

• **PREREQUISITE:**

**LEARNING OUTCOMES:**

Objectif\_1: Understand the details of the strategic decision process and analyse the different dimensions involved (Innovation/Organisation/CSR)

Objectif\_2: • Analyse the strategic environment

Objectif\_3: • Identify strategic capacities

Objectif\_4: • Assess strategic options

Objectif\_5: • Formulate strategic orientations and a strategic plan

Objectif\_6: • Understand the problems associated with implementing strategy

Objectif\_7: • Go beyond dominant models or understand their limits

**TEACHING METHODS:**

THE TEACHING METHOD CONSISTS OF INTERACTIVE LECTURE-PRESENTATION, COMPLEMENTED BY IN-CLASS –CASE STUDY ANALYSIS, TEAM EXERCISES, ROLE GAME AND PRESENTATIONS. EMPHASIS THROUGHOUT THE COURSE IS PLACED ON APPLYING THE THEORETICAL MATERIAL TO PRACTICAL ASSIGNMENTS.

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**COURSE: Gestion de la Data et CRM**

**CODE: 2122\_SI\_3\_1\_006\_F**

<b>PROGRAMME: TEMA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Core course	<b>LANGUAGE:</b> French
<b>TERM:</b> Spring	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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- **PRESENTATION:**

Compléter les connaissances acquises en première année concernant les Systèmes de Gestion de Base de données (ACCESS 21h), et le tableur EXCEL (3h en promo + 6h JO). Initiation au CRM & à la gestion de la données.

- **PREREQUISITE:**

Connaissances de modélisation

**LEARNING OUTCOMES:**

Objectif\_1: Maîtriser les fonctionnalités avancées du logiciel Excel (tableaux croisés dynamiques + filtres)  
 Objectif\_2: Maîtriser les fondamentaux liés aux SGBD (tables, requêtes, formulaires, états, modèle relationnel)  
 Objectif\_3: Comprendre les enjeux du CRM

**TEACHING METHODS:**

COURS MAGISTRAUX + TDS + BLENDED LEARNING

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**COURSE: Digital Marketing**

**CODE: 2122\_MK\_3\_1\_004\_F**

**PROGRAMME: TEMA**

**LEVEL: Undergraduate**

**TYPE:** Core course

**LANGUAGE:** French

**TERM:** Spring

**CAMPUS:** Reims

**TEACHING HOURS:** 30

**CREDITS:** 5

• **PRESENTATION:**

La digitalisation a un impact majeur sur les pratiques commerciales et marketing. Les développements technologiques dans le monde numérique provoqueront de nombreuses perturbations dans les années à venir. Ces impacts sont souvent étudiés à travers une perspective limitée à la communication numérique. Cependant, ces impacts sont plus larges et concernent le marketing de manière globale ainsi que toutes les pratiques commerciales. Le marketing digital devient alors une compétence essentielle lors de l'élaboration d'une stratégie marketing et commerciale. Le cours donne un aperçu de la numérisation dans les pratiques marketing et pendant le processus de commercialisation, la digitalisation des canaux de vente et de communication.

• **PREREQUISITE:**

Marketing basics

Brand management basics

**LEARNING OUTCOMES:**

Objectif\_1: COMPRENDRE COMMENT LANCER / DEVELOPPER AU MIEUX UNE ACTIVITE SUR INTERNET

Objectif\_2: GERER LES RELATIONS CLIENTS SUR TOUS LES CANAUX NUMERIQUES ET CONSTRUIRE DE MEILLEURES RELATIONS CLIENTS

Objectif\_3: ETRE IDENTIFIABLE SUR INTERNET

Objectif\_4: COMPRENDRE ET UTILISER LES RESEAUX SOCIAUX

Objectif\_5: SAVOIR ANALYSER LE TRAFIC ET DEFINIR LES ACTIONS EN CONSEQUENCE

Objectif\_6: COMPRENDRE DANS QUELLE MESURE LE MARKETING D'INFLUENCE EST-IL DEvenu UN OUTIL TRES PUISSANT

Objectif\_7: OUTIL DE COMMUNICATION POUR LES MARQUES GRACE AU DEVELOPPEMENT DES MEDIAS NUMERIQUES ET SOCIAUX

**TEACHING METHODS:**

Teamwork

MCQs

readings

Face to face course

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**COURSE: Economics 1**

**CODE: 2122\_EC\_3\_1\_002\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Core Course	<b>LANGUAGE:</b> EN
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims - Rouen

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

The ten sessions aim at training students to basic economic thinking. The objective is to make them apply economic reasoning to real economic and business situations in order to have a better understanding of their complexity. The course pays a special attention to the concept of opportunity cost crucial for understanding the decision making process of economic agents like companies, government, and households. Microeconomics is the foundation of a market-based economy and explains how prices make allocation of resources efficient minimizing waste of resources. Prices convey information relevant for decision-maker whether the decision maker is an individual managing a company or just acting in his private life. When prices are not freely set, the resulting information is biased and wrong decisions are made consequently. Toward the end of the course in order to grasp the complexity of the real world, the assumption of perfect information is released allowing for strategic behaviour of companies studied through game theory.

Students will have a clear understanding of the supply and demand mechanisms (insisting on elasticity) as well as the role of the public sector and the impact of its intervention on the market. Students will be able to identify the key different market structures in which companies operate and its impact on the pricing decision. They will also understand the consequences of the introduction of imperfect information on individuals and consequently on firms behaviour allowing for strategic behaviour and emphasizing on reputation.

**PREREQUISITE:**

Good level of spoken english

**LEARNING OUTCOMES:**

- Calculate consumer and producer surplus and the deadweight loss
- Calculate demand and supply elasticity both in the short and long run and apply the concept to explain market situations
- Calculate marginal, average and total cost. Identify opportunity costs and distinguish accounting profit from economic profit
- Distinguish the different existing market structures from perfect competition to monopoly and will be able to understand their peculiarity in terms of profit maximization
- Solve basic game theory problems
- Use the supply and demand to analyze and interpret current market situations

### **TEACHING METHODS:**

The teaching method is based on 10 lecture-discussion sessions of 3 hours each. Reading the chapters indicated in the course tentative schedule from the reference textbook before each session is compulsory in order to get ready and be able to work in team on assigned exercises solved in class. At the beginning of each session basic principles will be recalled. The remaining of the session will be dedicated to the presentation of complex concepts through practice exercises. The sessions will also be an opportunity to discuss current economic issues when relevant. It is essential for progressing in the course to read before each session since it contributes to make the student active during class. The course PPT will be available on Moodle ONLY AT THE END OF THE SEMESTER in order to make sure that students take notes during class.

The continuous assessment is partly based on exercises during class. The exercises done in team train students for the final exam designed on the same format. Teamwork creates emulation among students and those who face troubles understanding the course are able to get some help. Teams are expected to present the solution to the class. The midterm is a way for students to rehearse before the final exam and make sure they adjust their workload between the midterm and the final.

Finally, the final exam take the essential of the module learned during the semester so that instructors could verify that they have well understood key notions discussed in class.

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**COURSE: Comptabilité Générale**

**CODE: 2122\_CC\_3\_1\_010\_F**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Core Course	<b>LANGUAGE:</b> FR
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims - Rouen

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Ce cours vise à répondre à la question : « Comment sont établis et que signifient BILAN, COMPTE de RESULTAT et ANNEXES, véhicules essentiels de l'information diffusée par les entreprises ?, de même qu'à comprendre les principales sources de flux externes qui concernent l'entreprise et leurs incidences sur les documents de synthèse.

**LEARNING OUTCOMES:**

- Objectif\_1: Comprendre l'outil de gestion et de pilotage qu'est la comptabilité dans son environnement.
- Objectif\_2: En maîtriser les mécanismes essentiels en tant qu'utilisateur.
- Objectif\_3: Comprendre les opérations économiques et financières de l'entreprise et leurs incidences sur les documents de synthèse

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**COURSE: Marketing Management**

**CODE: 2122\_MK\_3\_1\_015\_F**

**PROGRAMME: Programme Grande Ecole**

**LEVEL: Undergraduate**

**TYPE: Core Course**

**LANGUAGE: FR**

**TERM: Fall**

**CAMPUS: Reims - Rouen**

**TEACHING HOURS: 30**

**CREDITS: 5**

**PRESENTATION:**

Le cours de marketing fondamental a pour objectif d'enseigner aux étudiants les concepts clés du marketing et de les sensibiliser à l'importance de la cohérence de la démarche marketing pour une entreprise. Les étudiants appréhenderont les différents leviers à la disposition des responsables marketing et ce, par le biais d'un cours magistral complété par des cas concrets d'entreprises.

**LEARNING OUTCOMES:**

Objectif\_1: Comprendre et maîtriser les concepts clés du marketing;  
Objectif\_2: Réaliser une analyse SWOT  
Objectif\_3: Appliquer la démarche Segmentation - Ciblage - Positionnement  
Objectif\_4: Décrire et analyser le marketing mix d'un produit

**TEACHING METHODS:**

Les méthodes d'enseignement utilisées visent à engager les élèves à mieux comprendre non seulement les principes fondamentaux abordés en classe, mais aussi apprendre à réfléchir et à prendre du recul. Des lectures d'articles/chapitres d'ouvrages préalables à chaque séance serviront d'illustration et d'approfondissement des connaissances afin de favoriser les discussions et interactions. Aussi, les méthodes pédagogiques qui sont utilisées comprennent : - Du travail de groupe - Des études de cas - Des discussions en classe et des débats. Dans cette approche, la participation de l'étudiant est essentielle pour le processus d'apprentissage. L'enseignant facilite le désir d'apprendre, mais l'étudiant doit s'engager volontairement et contribuer au processus.

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**COURSE: Droit des affaires**

**CODE: 2122\_JF\_3\_1\_004\_F**

<b>PROGRAMME: Programme Grande Ecole</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Core Course</b>	<b>LANGUAGE: FR</b>
<b>TERM: Fall</b>	<b>CAMPUS: Reims - Rouen</b>

<b>TEACHING HOURS: 30</b>	<b>CREDITS: 5</b>
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**PRESENTATION:**

Le cours de droit des affaires vise à construire un socle de compétences juridiques indispensables à tout étudiant, quel que soit son futur terrain d'action. Le cours adopte une approche transversale des mécanismes fondamentaux permettant de répondre aux problématiques telles qu'elles sont abordées en entreprise. Dans cette optique, la première partie du cours concerne les règles juridiques du contrat, de la négociation à sa conclusion, les techniques contractuelles et les conséquences de l'inexécution du contrat. Puis l'étude du contrat de vente. Dans une seconde partie, l'étude de la responsabilité civile contractuelle et extracontractuelle. Une dernière partie sera consacrée aux différentes structures de l'entreprise, de l'entreprise individuelle à la société commerciale. L'approche transversale du cours s'appuie tant sur la présentation des mécanismes et principes fondamentaux que sur l'analyse et la résolution de cas tirés de la vie des entreprises. Pour chaque séance, des documents de travail seront à consulter sur Courses. Des cas pratiques seront mis en ligne sur la plateforme pédagogique afin de concrétiser le cours.

**LEARNING OUTCOMES:**

Objectif\_1: comprendre et maîtriser les fondamentaux juridiques afin de les mettre en œuvre  
 Objectif\_2: Evaluer les risques juridiques au sein de l'entreprise  
 Objectif\_3: mener un raisonnement juridique afin de trouver des solutions pertinentes aux problématiques rencontrées en pratique  
 Objectif\_1: comprendre et maîtriser les fondamentaux juridiques afin de les mettre en œuvre  
 Objectif\_2: Evaluer les risques juridiques au sein de l'entreprise  
 Objectif\_3: mener un raisonnement juridique afin de trouver des solutions pertinentes aux problématiques rencontrées en pratique

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**COURSE: The Social Impact of Globalisation and Innovation**

**CODE: 2122\_GS\_3\_2\_005\_E**

**PROGRAMME: Global BBA**

**LEVEL: Undergraduate**

**TYPE: Core Course**

**LANGUAGE: EN**

**TERM: Fall**

**CAMPUS: Rouen-Reims**

**TEACHING HOURS: 30**

**CREDITS: 5**

**PRESENTATION:**

This course deals with the emerging disciplines like sociology of globalization and innovation. The impact of globalization and innovation can be as disruptive for society and our current understanding of the national environment, as for industries. Students – further managers in such a new context – need to have an understanding and critical reflection on these developments, and how they impact on our local context.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Go beyond traditional discussions of internationalisation and multicultural settings (i.e., meeting of two or more national environments / cultures),
- Foster an understanding of the constitutive impact of the globalisation and innovation dynamics on our societies, their fragmentation and reintegration (at another scale) via networks.

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**COURSE: Human Resource Management**

**CODE: 2122\_PO\_3\_2\_004\_E**

**PROGRAMME: Global BBA / CESEM**

**LEVEL: Undergraduate**

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Fall

**CAMPUS:** Rouen-Reims

**TEACHING HOURS:** 30

**CREDITS:** 6

**PRESENTATION:** This course is required of third year GBBA and CESEM students. It aims to give you a deep understanding of key topics in human resource and management theory. We will delve into mastering the various challenges of finding, cultivating, and managing human capital within organizations, with a particular focus on understanding the role that managers play in dealing with these various issues. This course will also cultivate your skills as a future employee and manager by developing your communication and presentation skills during class discussions and presentations and by building your teamwork skills during in-class group exercises and a final group project.

We begin the class by exploring how contributions from the field of organizational behavior shapes our current knowledge of HR and management. We then delve into the challenges of finding, attracting, and retaining talent in organizations. Once in the organization, we move on to analyzing various challenges of managing people both at the individual level, (e.g., communication, evaluating performance, career management) and the group level (e.g. conflict management and team building). Finally, we explore challenges at the broader organizational level that managers deal with such as navigating change, managing across countries, and diversity.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

Understand major concepts in human resource and management theory

Identify and assess key challenges of hiring, cultivating, and managing people

Comprehend theories of motivation and compensation

Develop own people management skills for:

- Relevant and convincing communication
- Effective conflict management
- Team building
- Intercultural management

Analyze people management challenges at individual and organizational level (e.g. retaining and cultivating talent, career management, organizational change)

Evaluate the normative role of managers and organizations for issues of diversity

Conduct meaningful interviewees with real managers and/or HR executives

Collaborate with team members

Deliver an effective group presentation for the class.

**TEACHING METHODS:**

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**COURSE: Entrepreneurship**

**CODE: 2122\_EN\_3\_2\_003\_E**

**PROGRAMME: Global BBA**

**LEVEL: Undergraduate**

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Fall

**CAMPUS:** Rouen-Reims

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:** This course is intended for anyone interested in identifying business opportunities, starting a business or working for an intrapreneurial company or start-ups. The course is designed as a broad overview of intra- and entrepreneurship, including identifying a winning business opportunity, launching a business, and harvesting the rewards.

Entrepreneurship is an interdisciplinary pursuit. Entrepreneurial opportunities may arise from many fields, including engineering, natural sciences, communications and media, architecture, education, and music. In order to identify entrepreneurial opportunities, this course builds on The Lag-User Method (Jahanmir & Lages, 2015). Through a hands-on experience, students will learn how to identify business opportunities and how to create businesses based on those opportunities. Intra – and Entrepreneurship involves a variety of teaching and learning methods, including working closely with all stakeholders. Course elements include lectures, case discussions, interviews / field work, topical readings, team projects and guest speakers (tbc). The course believes in **LEARNING BY DOING**.

**ATTENTION:** For this course, you must complete a pre-course assignment.

**PREREQUISITE:** For this course, you must complete a pre-course assignment.

**LEARNING OUTCOMES:**

- Apply the Lag-User Method for idea generation and business creation
- Develop a solution-driven mindset
- Identify business opportunities.
- Create new opportunities to create value and drive growth through incorporating the input of all stakeholders.
- Conduct primary and secondary research to understand the market and its players.
- Develop a business model which supports transferring ideas to market.

**TEACHING METHODS:**

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**COURSE: Marketing Management**

**CODE: 2122\_MK\_3\_1\_011\_E**

**PROGRAMME:** Programme Grande Ecole

**LEVEL:** Undergraduate

**TYPE:** Core Course

**LANGUAGE:** EN

**TERM:** Fall

**CAMPUS:** Reims - Rouen

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

This course is an introduction to the concepts and practices of marketing from the perspective of an organization, including managerial approaches, and in consideration of its products and services. The course will include the basics of developing a marketing strategy. All of the components required in order to do so will be examined along with their relationships. Readings and case studies discussing realistic marketing situations and ranging from small entrepreneurial to international scenarios will be used to help students understand and apply their marketing knowledge. Both business-to-consumer (B2C) and business-to-business (B2B) perspectives will be discussed.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Be able to analyze a market and examine both the external and internal factors likely to impact a marketing strategy
- Be able to describe the various components of the marketing mix
- Be able to outline the necessary steps when establishing a marketing strategy

**TEACHING METHODS:**

The teaching process will be based on both theoretical learning and practical implementations in teams of 4/5 students. Reading selected articles and book chapters prior to each session will make lessons more interactive.

Students will have to apply the theoretical content of the course in teams of 4/5 by:

- building a file throughout the course, focusing on a new product/service introduction,
- working on a business case in class

The same case (a specific brand) will be used throughout the course in order to help the students to make a link between the different concepts and tools studied in class. The course will be completed by a conference given by a professional in marketing.

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**COURSE: Data Analysis & Business Intelligence**

**CODE: 2122\_MQ\_4\_2\_001\_E**

<b>PROGRAMME:</b> Global BBA	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:** Data is the new oil and the most valuable commodity of the digital age. Companies adopting data-driven decision-making have achieved significant productivity gains over other firms. In industry, the hottest job these days is the Data Scientist. Data scientists combine technical and statistical skills, analytical thinking, and business insight. One of the complaints about the data scientists trained in computer science departments is that they are “just technical”; understanding algorithms well, but lacking important skills in problem formulation, evaluation, and analysis. On the other hand, those trained in business schools tend to have underdeveloped technical skills. This course will cover aspects of both.

To help future managers use and understand analytics, this course provides students with a solid foundation of DA and BI that is reinforced with hands-on practice. This course takes a managerial approach to Business Intelligence, emphasizing the applications and implementations behind the concepts. This approach allows students to understand how DA and BI works in a way that will help them adopt these technologies in future managerial roles. Real world cases will be covered that present a challenge, solution, and results. Each case is paired with questions for students to dig into the details and think critically about the case.

**PREREQUISITE:** Basic Statistics

**LEARNING OUTCOMES:**

Recognize trends, detect outliers, and summarize data sets concisely.

- Analyze relationships between variables.
- Develop and test hypotheses to inform managerial decisions
- Craft sound survey questions and draw conclusions from samples of a larger population.
- Perform single and multiple variable regression analysis using SPSS and interpret the output and so on.

**TEACHING METHODS:**

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**COURSE: Intrapreneurship and Project Management**

**CODE: 2122\_EN\_4\_3\_004\_E**

<b>PROGRAMME:</b> Global BBA	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen- Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**

What is intrapreneurship and how may companies profit from it? What are the skills, strategies and behaviours allowing employees to collaborate in the process of innovation inside companies?

In face of the enhanced competition, shortened product life-cycles, and increasing pressures for cost and time reduction, the conception, discussion, and implementation of intrapreneurial projects have become crucial not only for the gain of competitive advantage, but also to the survival of organizations. In addressing these and other related questions, this course aims to prepare students to understand and successfully navigate nowadays business environment. More specifically, the mix of conceptual discussion and practical examples seeks to offer students a comprehensive understanding over the threats, difficulties, and opportunities emerging from the management of ideas inside companies.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

Understand the fundamental concepts of Intrapreneurship

- Identify an intrapreneurial program
- Evaluate advantages and disadvantages to Intrapreneurship in different organizational cultures and structures
- Apply the planning and execution procedures that are involved in intrapreneurial endeavors
- Connect innovation and social intrapreneurship to the impact they carry to organizations
- Identify and apply best practice tools to intrapreneurial projects

**TEACHING METHODS:**

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**COURSE: Entrepreneurship Project**

**CODE: 2122\_EN\_4\_3\_003\_E**

<b>PROGRAMME:</b> Global BBA	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen- Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**

This is a project-based action learning course, in which students will work in teams to bring an idea to the market. Throughout the semester, teams will work together to come up with an idea, design and test a business model for this idea and subsequently write a business plan for a new venture. Finally, teams will prepare a pitch for the jury. The idea that you pursue should have high growth potential and distinguish itself from existing companies. Preference will be given to projects that focus on product/service innovation rather than market innovation. Course Structure: This course will start with an introduction session, where students meet their peers, brainstorm business ideas and form teams. Students will also meet their mentors during this session. All timelines will be established for the deliverables. Deliverables and Meetings: Each group will have a mentor. Students are expected to attend scheduled meetings with their mentors. The mentor will assist them in the progression of the project. The students will upload their deliverables to Courses by expected deadlines. Presentation: On the final session, each team will present their final project to a jury and representatives of NEOMA Incubator. If the project is deemed viable, the Incubator may choose to incorporate the student and the project in their framework of expanding the project

**PREREQUISITE:** Basics of Entrepreneurship, Marketing and Strategy

**LEARNING OUTCOMES:**

- Objectif\_1: • Generate and select innovative ideas for creating a business
- Objectif\_2: • Conduct a market study
- Objectif\_3: • Develop a business model
- Objectif\_4: • Understand elements of a business plan
- Objectif\_5: • Pitch their idea to VCs and incubators

**TEACHING METHODS:**

- The teaching method consists of giving theory on subjects such as elements of a business model, creation of a business plan, and designing the perfect pitch.

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**COURSE: Managerial Finance**

**CODE: 2122\_FI\_3\_2\_005\_E**

**PROGRAMME: Global BBA**

**LEVEL: Undergraduate**

**TYPE: Semester course**

**LANGUAGE: English**

**TERM: Fall**

**CAMPUS: Rouen- Reims**

**TEACHING HOURS: 30**

**CREDITS: 6**

**PRESENTATION:**

This compulsory course is designed to familiarize students with the basic tools and concepts of finance, and enables them to pursue additional courses in investments, corporate finance, capital markets, and financial institutions. It considers some of the most important issues on how firms make optimal investment and financing decisions. The course starts with topics on the time value of money, interest rates, bond valuation, and stock valuation. It then progresses into a discussion on different investment decision criteria and fundamentals of capital budgeting. This course aims to provide an understanding of both fundamental theories of finance and applications to real-world problems.

**PREREQUISITE:**

Basic knowledge and skills in economics, statistics, algebra, and accounting are required.

**LEARNING OUTCOMES:**

Objectif\_1: understand the time value of money  
Objectif\_2: apply different investment decision rules  
Objectif\_3: estimate a project's free cash flows  
Objectif\_4: value bonds and stocks

**TEACHING METHODS:**

- Classes will be a combination of lectures and exercises.

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**COURSE: Management Accounting and Control**

**CODE: 2122\_CC\_3\_2\_006\_E**

<b>PROGRAMME:</b> Global BBA	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Core course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen- Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**

THIS COURSE IS FOR ANYONE WISHING TO MASTER THE FUNDAMENTALS OF COST, MANAGEMENT ACCOUNTING AND CONTROL. IT TEACHES THE TASKS OF MANAGEMENT ACCOUNTING AND CONTROL SUCH AS BUDGETING, VARIANCE CALCULATION AND ANALYSIS, AND COST ACCOUNTING.

**PREREQUISITE:**

FUNDAMENTALS OF ACCOUNTING

**LEARNING OUTCOMES:**

Objectif\_1: • forecasted budgets in operational planning and decision making;  
 Objectif\_2: • variance analysis in organization management  
 Objectif\_3: • performance indicators  
 Objectif\_4: • cost accounting

**TEACHING METHODS:**

- THE TEACHING METHOD CONSISTS OF A MIX OF LECTURES, TUTORIALS AND CASE STUDIES. IN-CLASS PARTICIPATION IS KEY TO THE LEARNING PROCESS.

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**COURSE: Introduction aux systèmes d'information**

**CODE: 2122\_SI\_3\_1\_008\_F**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> French
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Ce cours est organisé en 10 séances permettant à l'étudiant de s'initier au domaine des systèmes d'information et de comprendre leur genèse, leur conception et fonctionnement. L'étudiant sera capable de distinguer et de comprendre le rôle de chaque composant des technologies de l'information et de communication (TIC) nécessaire à la conception, l'élaboration, le développement, l'implémentation, la maintenance et le support des systèmes d'information. A l'issue de ce cours l'étudiant sera capable de savoir choisir un système d'information adéquat et performant.

**PREREQUISITE:**

L'utilisation d'un ordinateur et des applications bureautiques, en plus d'une culture en numérique

**LEARNING OUTCOMES:**

- Définir les domaines de l'informatique, les TIC et les SI
- Comprendre le lien entre ces domaines et leur évolution depuis les années 50 jusqu'à aujourd'hui
- Définir ce qu'est un système d'information d'une organisation et son importance pour les entreprises
- Comprendre son utilité et sa contribution à la performance des organisations, notamment l'entreprise
- Définir ce qu'est une donnée et une valeur par rapport à l'information
- Définir ce qu'est un fichier versus une base de données
- Comprendre ce qu'est un système de gestion des bases de données (SGBD) versus un système composé de fichiers
- Comprendre les différents types des bases de données, leur description, manipulation et contrôle
- Comprendre les différentes architectures et la complémentarité entre les différents composants TIC matériels et logiciels
- Comprendre ce qu'est une application logicielle versus un logiciel de base tel qu'un système d'exploitation
- Définir ce qu'est une application logicielle dédiée et/ou spécifique versus un progiciel

Comprendre le rôle des systèmes d'information dans la transformation digitale des organisations

Comprendre les fonctionnalités des applications logicielles par activité et domaine fonctionnel de l'entreprise

Comprendre comment concevoir une base de données pour un système d'information en tenant compte de l'activité de l'entreprise

Comprendre les concepts ERP, EDI, SIIO, Réseaux sociaux et professionnels

Comprendre les différents métiers des systèmes d'information

Comprendre l'évolution des systèmes d'information vers les systèmes numériques

**TEACHING METHODS:**

- Des exercices fondamentaux et pratiques réalisés pendant les séances de cours et/ou en dehors permettent à l'étudiant d'acquérir les connaissances essentielles à la compréhension de la finalité des systèmes d'information (SI) des organisations, notamment ceux des entreprises.
- A chaque séance de cours, l'étudiant doit prendre des notes en classe, rédiger une synthèse de ses notes et les transmettre au chargé de cours avant la séance suivante.
- L'étudiant doit consulter les ouvrages sur les systèmes d'Information et d'utiliser les ressources e-learning disponibles sur le Web pour s'informer sur les thèmes qui seront traités la séance suivante.
- Un support de cours sera remis à l'étudiant au début de chaque séance de ce cours.
- l'utilisation de la plateforme Courses pour échanger avec les étudiants et y poster des contenus permettant aux étudiants d'apprendre ce qu'est un SI

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**COURSE: Marketing fundamental**

**CODE: 2122\_MK\_3\_1\_009\_F**

<b>PROGRAMME: TEMA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> French
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Le thème principal du cours « Marketing Fondamental » est l'initiation à la démarche marketing.

Les objectifs généraux du cours sont :

Découvrir le marketing en tant que pratique essentielle des entreprises dans une économie marchande ; réfléchir sur son utilité, ses conditions de fonctionnement et ses limites.

Comprendre le marketing comme une démarche logique de construction et d'adaptation de l'offre aux attentes des clients, intégrant l'analyse du marché, de l'environnement et des capacités de l'entreprise et reliée à la réflexion stratégique générale de l'entreprise.

Apprendre par l'expérimentation, la réalisation d'une analyse marketing : recherche d'informations, structuration des données, analyse, synthèse, mise en forme des conclusions.

Acquérir les concepts et le vocabulaire spécifiques au marketing.

S'initier à la prise de décision et à la formulation de recommandations marketing (stratégique et opérationnel)

**LEARNING OUTCOMES:**

Comprendre et maîtriser les concepts clés du marketing

Réaliser une analyse SWOT

Appliquer la démarche Segmentation Ciblage Positionnement

Décrire et analyser le marketing mix d'un produit

**TEACHING METHODS:**

Les méthodes utilisées pendant ce cours de marketing s'appuient sur l'esprit général de la pédagogie à Tema, notamment :

Interactivité : l'enseignement est basé sur des travaux réalisés par les étudiants et des échanges avec le professeur

Empirisme : les concepts sont abordés par les étudiants à travers des travaux de groupes, avant d'être reformulés par le professeur

- Travail en groupe : les groupes sont constitués par le professeur en début de première séance

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**COURSE: Design graphique et Numérique**

**CODE: 2122\_IN\_3\_1\_002\_F**

<b>PROGRAMME: TEMA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> French
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**  
C'est une ouverture sur les différents outils du design graphique et numérique. Le but étant de faire découvrir des logiciels et techniques de production à travers des travaux pratiques.

**LEARNING OUTCOMES:**  
Reconnaître différents types de matériaux  
Reconnaître différents types de production d'un produit. (Ex;Injection, rotomoulage...)  
Manipuler les logiciels Photoshop, Illustrator, Indesign

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**COURSE: Comptabilité**

**CODE: 2122\_CC\_3\_1\_006\_F**

<b>PROGRAMME: TEMA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> French
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Les entreprises ont l'obligation légale de publier les états comptables et financiers annuels qui constituent une source d'informations permettant aux différents acteurs de porter un jugement sur la santé financière de celles ci et de prendre des décisions.

L'objet de ce cours est de préparer les étudiants à l'élaboration et la compréhension des états comptables et financiers, (bilan comptable et compte de résultat).

Ce cours offre les outils fondamentaux, tant comptables que financiers, pour une bonne appréhension de l'entreprise.

**LEARNING OUTCOMES:**

- d'établir un bilan comptable
- d'enregistrer les écritures comptables dans le journal et comptes en T
- d'établir un grand livre et de construire un compte de résultat
- de réaliser une analyse structurale du compte de résultat
- de construire progressivement le Résultat Net, (RN), à travers les soldes intermédiaires de gestion
- de réaliser un diagnostic financier en se servant des ratios de Rentabilités.
- Et enfin d'établir la capacité d'autofinancement

**TEACHING METHODS:**

30H DE COURS : 24 EN PROMO / 6 EN DEMI PROMO

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**COURSE: Culture Digitale**

**CODE: 2122\_SI\_3\_1\_003\_F**

<b>PROGRAMME: TEMA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Semester course</b>	<b>LANGUAGE: French</b>
<b>TERM: Fall</b>	<b>CAMPUS: Reims</b>

<b>TEACHING HOURS: 30</b>	<b>CREDITS: 5</b>
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**PRESENTATION:**

- Le cours proposant aux étudiants une mise à niveau technologique, en présentant un ensemble d'outils de base amenés à être exploités lors de leur parcours pédagogique, ainsi que dans leur future vie professionnelle. Cette mise à niveau inclut également des discussions autour d'actualités, de nouvelles technologies / pratiques, ainsi que des démonstrations de ces dernières, et ce afin d'ouvrir les horizons des étudiants et leur montrer les possibilités à date.

L'intérêt de ce cours d'acculturation au numérique est donc de donner aux étudiants les bons outils, bonnes pratiques, et façons de penser pour comprendre le monde numérique, éviter ses pièges (obsolescence programmée, enfermement en écosystème, modes pilotées, monétisation de la vie privée, etc), trouver des alternatives viables... En bref, être un citoyen numérique averti et responsable.

**LEARNING OUTCOMES:**

Digital Lab) Découvrir de nouveaux outils adaptés aux besoins d'activités scolaires ET professionnelles

(Digital Lab) Identifier les risques liés à l'usage de certains services / outils

(Digital Lab) Utiliser les logiciels et services en ligne de base

(Digital Lab) Enrichir ses livrables avec de nouveaux types d'éléments (images, vidéo, son)

(Digital Lab) Matérialiser ses idées / concepts numériquement (outils 2D/3D, prod media, etc)

(Digital Lab) Connaitre les alternatives viables aux grands services actuels

(Digital Lab) Développer sa capacité d'autoformation

(Digital Lal) Avoir un esprit critique face à l'information et les nouvelles technologies/nouveaux produits qui inondent le marché

(Digital Lab) Présenter ses résultats sous forme synthétique

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**COURSE : Financial Analysis**

**CODE: 2122\_CC\_4\_2\_007\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

This course aims to provide students with the knowledge and techniques needed to conduct a financial analysis from financial statements of listed or unlisted companies, medium-sized entities or groups. The scope also covers financial analysis techniques based on value creation (EVA, MVA).

**PREREQUISITE:**

THE FUNDAMENTALS OF ACCOUNTING

**LEARNING OUTCOMES:**

- Analyse the financial situation of a given company, in a comprehensive way (identify the drivers of its profitability, the sources of its value creation, assess its solvency risk) from statements established according to various accounting standards.
- Express recommendations to address the weaknesses and issues identified through the financial diagnosis.
- Be able to select the most accurate ratios according to the specificities of the company to analyse.

**COURSE : Money & Banking**

**CODE: 2122\_EC\_4\_2\_002\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

This course aims to explain how work the contemporary monetary, banking and financial system. This is a very complex topic since banking and financial system determines companies financing policies and economic stability. Developed banking and financial system fosters economic growth in a globalized world. The banking system is essential for cash management and for financing small and medium sizes companies. In the other hand, central banks have a decisive impact on interest rates and inflation that ultimately influence the investment decisions made by companies. The course will review the main monetary policy tools comparing the two major central banks policy: the ECB and the FED. Moreover central banks heads have seen their role increased in the last 3 decades. It started with Greenspan who became one of the most popular head of central bank given his longevity record as head of the Fed. Today any word said by Jay Powell or Christine Lagarde has significant impact on financial markets. Until the 2007 financial crisis the goal of central bank's policy was to keep inflation low and stable and "fine tune" the economic activity by steering short-term interest rate. Since the crisis, central banks adopted unorthodox monetary policies based on zero interest rate policy and quantitative easing. Those policies were meant to be temporary but 12 years after their implementation, they are still on and the recent COVID-19 crisis has restarted them at an even bigger scale. The main issue today is to understand whether it will ever end since inflation seems to have disappeared. The course will discuss the new challenges faced by central banks in terms of monetary policy and banking regulation including cryptocurrencies. The course starts with a brief overview of the financial system and a presentation of banking activities and financial markets. Explaining the basics will help students understanding the complexity of our contemporary banking and financial system.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understanding of the organization of the financial and banking system in developed economies. They should have a clear view of the role played by the banking system and an understanding of banking activities.
- Understanding of the cryptocurrencies basic scheme.
- Understanding of central banking and the conduct monetary policy. They should be familiar with both the FED and the ECB monetary policies.
- Understanding of standard monetary policy tools like open market operations and lender of last resort function.
- Understanding of unorthodox monetary policies: zero interest rate policy and quantitative easing
- Understanding of the complexity of the monetary policy transmission process and the issues raised by the efficiency of monetary policy.

**COURSE: International trade**

**CODE: 2122\_GS\_4\_2\_001\_E**

<b>PROGRAMME: Programme Grande Ecole</b>	<b>LEVEL: Graduate</b>
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<b>TYPE: Seminar course</b>	<b>LANGUAGE: English</b>
<b>TERM: Fall/Spring</b>	<b>CAMPUS: Reims - Rouen</b>

<b>TEACHING HOURS: 30</b>	<b>CREDITS: 5</b>
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**PRESENTATION:**

Globalization is a reality for producers and consumers. However, some countries trade more than other countries, some firms export more than other firms, and some firms produce locally while other firms have become multinationals. The aim of this course is therefore to explain what the driving forces are behind the international production and trade patterns of countries and firms. The course will especially emphasize the impact of trade policies on business activities. It will relate to recent and ongoing issues such as BREXIT, US protectionism, bilateral and multilateral trade negotiations.

Questions that will be answered include: What are comparative and competitive advantages? What is the role of geography and distance in international trade? How do companies take export and foreign direct investment decisions? How and why do governments try to influence international trade and production? What role do the WTO and regional organizations such as the EU, ASEAN or Mercosur play? How important are bilateral and multilateral trade negotiations such as TTIP, (CP)TTP, EU-ASEAN, EU-ACP, etc. How do firms and economic sectors formulate and defend their interests in the context of trade negotiations?

The students will thus become familiar with (or will refresh) the essential concepts in international trade and business, and will also have the opportunity to analyze more in-depth the economic, regulatory, business and operational aspects of international trade in a specific sector (e.g. wine & champagne, pharmaceutical sector, financial sector, etc).

The course aims at clarifying a number of essential concepts to understand the reality of international trade and trade policy in the world of today, and will use currently important cases to illustrate the usefulness of these conceptual frameworks. Two cases/topics that will be looked at in detail will be selected from: Brexit negotiations, US-EU and USN-China trade conflicts, TTIP, CETA, EU-Mercosur negotiations, geo-politics of energy, French industrial policy/protectionism debate, etc.

The students will be trained in formulating and defending the interests of a specific economic sector vis-à-vis policy-makers and trade negotiators

**LEARNING OUTCOMES:**

Formulate a negotiation position in an international trade context.

- Understand how interests are represented in trade negotiations

- Understand the relevance of international trade negotiations for specific firms, multinational companies, and

- economic sectors

- Understand how trade policy instruments work and what their effects are.

- Understand the logic behind Global Value Chains (GVCs).

- Assess the contribution of trade and investment to globalization.

- Analyze international trade and investment data.

- Identify the main drivers behind trade and investment flows.

- Understand the basic economic logic behind international trade and direct investment flows.

**COURSE: Investments**

**CODE: 2122\_FI\_4\_2\_014\_E**

**PROGRAMME: Programme Grande Ecole**

**LEVEL: Graduate**

**TYPE: Seminar course**

**LANGUAGE: English**

**TERM: Fall/Spring**

**CAMPUS: Reims - Rouen**

**TEACHING HOURS: 30**

**CREDITS: 5**

**PRESENTATION:**

The course will introduce students to the theoretical concepts in investment management and their practical applications through exercises and short case studies. The course is divided into two parts.

Part I will focus on the functioning of financial markets. The students will gain an in-depth understanding of the investment environment, the various asset classes and financial instruments and the different trading mechanisms. The process of short-selling and buying on margin will also be discussed. Finally, we conclude Part I with a detailed analysis of the relation between risk and return of a security and present the essential tools for estimating expected returns and risk from historical data.

Part II will concentrate on capital allocation to risky assets, in particular, the proportion of risky vs. riskfree asset in a portfolio. The course will highlight the potential gains from diversification and examine the process of efficient diversification in a portfolio consisting of multiple risky assets. We will discuss the Capital Asset Pricing

Model, which is the centrepiece of modern finance theory and its various applications in corporate finance and investment management.

**PREREQUISITE:**

Knowledge of economics

Basic calculus and statistics

Intermediate level knowledge of Excel

**LEARNING OUTCOMES:**

Will understand how financial markets operate, and , appreciate the differences between the various financials assets.

Will be able to analyse attractiveness of various financial instruments based on their risk-return profile.

Will have a thorough understanding of modern portfolio theory including mean variance analysis, optimal

risky portfolio and index models.

Will have an in-depth understanding of the CAPM, its relevance and various applications.

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**TEACHING METHODS:**

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**COURSE : Programming with R**

**CODE: 2122\_IN\_4\_2\_001\_E**

<b>PROGRAMME:</b> Programme Grande Ecole		<b>LEVEL:</b> Graduate
<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English	
<b>TERM:</b> Spring	<b>CAMPUS:</b> Rouen-Reims	
<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5	

**PRESENTATION:**

This course aims at providing students with a basic/intermediate knowledge of R for data analysis. Students will familiarize with R through RStudio being its integrated development environment (IDE). The course will start introducing the main programming tools and their use when working with dataset. While learning the R language, students will recall and use some of the main statistical concepts such as: (1) basic descriptive statistics (2) hypothesis testing (3) linear regression analysis. In addition, students will be able to familiarize with the practice of forecasting financial time series. In addition, the course provides the basics of data visualization using R. Moreover, the course will also provide basic knowledge of R Markdown used for preparing research document, fully reproducible, using formats such that pdf/HTML/LaTeX formats). During each class, the student will be continuously challenged while measuring/evaluating/interpreting dataset concerned with real business and marketing world. This is instrumental in order to turn figures and facts into knowledge for decision making.

**PREREQUISITE:**

Basic knowledge of quantitative methods (mathematics & statistics). The knowledge of a programming language would be a plus (but it is not necessary)

**LEARNING OUTCOMES:**

- use R through RStudio
- use vectors, matrices, loops and conditions
- construct their own functions
- visualize data
- analyze a dataset and draw practical conclusions
- run a forecasting analysis using a time series

**COURSE : Reporting with IFRS**

**CODE: 2122\_CC\_4\_2\_011\_E**

<b>PROGRAMME:</b> Programme Grande Ecole		<b>LEVEL:</b> Graduate
<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English	
<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Rouen-Reims	
<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5	

**PRESENTATION:**

THIS COURSE WILL GIVE STUDENTS A FIRST UNDERSTANDING OF THE IFRS PROJECT. IN 1973, THIS ADVENTURE HAS BEGUN WITH AN INFORMAL FRATERNITY OF NINE ACCOUNTANTS. QUITE UNEXPECTEDLY, 45 YEARS LATER, THIS GENTLEMEN'S ACCOUNTING CLUB HAS GIVEN BIRTH TO AN IMPRESSIVE ACCOUNTING SYSTEM THAT IS APPLIED IN MORE THAN 150 NATIONAL JURISDICTIONS. IN ORDER TO UNDERSTAND THIS HUGE SUCCESS, WE WILL GO THROUGH THE IFRS HISTORY, PHILOSOPHICAL ROOTS, MAIN NORMS AND CORE PROCESS. WE WILL DO SO USING REAL BUSINESS CASES AND MEETINGS WITH PRACTITIONERS

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- understand the philosophical roots and main norms of the IFRS project
- use simple IFRS in real life
- initiate a dialogue with IFRS experts.

**COURSE : Leading Change**

**CODE: 2122\_PO\_4\_2\_007\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Core course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

THIS COURSE IS DESIGNED TO PROVIDE STUDENTS WITH AN OVERVIEW OF CHANGE PROCESSES THAT CAN OCCUR AT THE INDIVIDUAL, GROUP, ORGANIZATIONAL, AND/OR SOCIETAL LEVELS. STUDENTS SHOULD LEAVE THE COURSE WITH A WORKING KNOWLEDGE OF THE CHANGE PROCESS. HOWEVER, THAT CONTENT KNOWLEDGE IS SECONDARY TO THE MOST IMPORTANT GOAL(S) OF THE COURSE. THE REAL FOCUS OF THE COURSE IS: ENHANCED CRITICAL THINKING SKILLS RELATED TO THE ASSESSMENTS INVOLVED IN CHANGE EFFORTS; AND AN UNDERSTANDING OF THE COMPLEXITIES OF CHANGE AND PEOPLES' RESISTANCE TO IT. MOST IMPORTANTLY, STUDENTS SHOULD REFINE THEIR ANALYTICAL PROBLEM-SOLVING SKILLS AND BE CAPABLE OF PRESENTING THE RESULTS OF AN ANALYSIS TO A CRITICAL AUDIENCE.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Objective 1: understand some of the main theories concerning organizational change
- Objective 2: understand the complexities underlying change and recipients' reactions
- Objective 3: critically analyze change efforts
- Objective 4: evaluate different perspectives on change and propose improvements

**COURSE : Supply Chain Management**

**CODE: 2122\_SC\_4\_2\_007\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Core course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**  
The emergence of new technologies and business models (e.g. artificial intelligence, the internet of things, circular economy, sharing economy, crowd sourcing, crowd logistics), allied with the accelerating relevance of both financial and informational flows in supply chains set the context of a challenging and constantly changing business environment. On that regard, the discipline Supply Chain Management is designed within a comprehensive view of supply chains and supply networks, focusing on the main concepts, approaches, methods and strategies employed by companies all over the world. In that way, strong conceptual, technical and empirical bases are developed, offering students the capacity to gain fundamental knowledge for the successful development of their careers.

**PREREQUISITE:**  
Basic marketing; basic statistics and mathematics

**LEARNING OUTCOMES:**  
Objectif\_1: Understand and apply Strategic Decisions in supply chain area  
Objectif\_2: Introduce the digital dimension within the SCM area  
Objectif\_3: Contextualize the links of supply chain management with other management disciplines (e.g. marketing, finance, strategy, human resources)  
Objectif\_4: Focus on sustainability and CSR concepts  
Objectif\_5: Understand and apply Strategic Decisions in supply chain area  
Objectif\_6: Introduce the digital dimension within the SCM area

**COURSE: The Economics of Culture**

**CODE: 2122\_GS\_4\_2\_004\_E**

<b>PROGRAMME:</b> Programme Grande Ecole		<b>LEVEL:</b> Graduate
<b>TYPE:</b> Core course	<b>LANGUAGE:</b> English	
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen-Reims	
<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5	

**PRESENTATION:**

Culture has become a major economic sector. Culture is now a wide market, and works of art or books are cultural products. One complains about the end of the arts, considering cultural industries as more industrial than artistic or cultural; others think that Culture has opened itself to a larger audience through consumption. Are cultural products economic goods as cars or socks? Do they sell like any other product? Has the merchandising of Culture killed Culture itself? To answer these questions, this course aims to identify the cultural and economic logic which organize the cultural sector, from the cultural industries (books, movies, music) to the visual and the performing arts. These three sectors follow specific trends that must be understood by anyone who wishes to work in the cultural area. And what about the demand ? It leads us to look at how cultural preferences are built. Why do we prefer Mozart to Daft Punk, or Daft Punk to Mozart, Rimbaud to Stephen King, Manet to Picasso ? The sociology of arts demonstrates that taste is not only the expression of an individual singularity, but socially built, opening ways towards other fields of consumption, towards the understanding of an analysis of society. We will also look at cultural policies in favor of culture, these policies prevailing in the United States as well as in France.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

Objectif\_1: understand the economic and sociological specificity of culture and its evolutions  
 Objectif\_2: build up a personal and critical perspective on cultural trends  
 Objectif\_3: understand the strategies developed by cultural organizations in order to prepare the students to careers in the field

**COURSE: Economic Policy**

**CODE: 2122\_EC\_4\_2\_004\_E**

**PROGRAMME: Programme Grande Ecole**

**LEVEL: Graduate**

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Spring

**CAMPUS:** Rouen-Reims

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

The objective of this course is to give students a comprehensive understanding of the theoretical and practical issues shaping current economic policies in developed countries, mainly in Europe, with an particular focus on France. The course gives special attention to the current context of the Great Recession and the COVID-19 crisis, and to the gains and losses that can be expected from policy coordination. It focuses on the particular challenges posed to the members of the Euro area and to the constraints this situation puts on policy action.

The course covers the following: Introduction: the goals of economic policies; part 1: expected impacts and difficulties of economic policies; part 2: economic growth theories; part 3: indicators of economic stabilization (mainly output gap and potential growth) and appropriate policies to increase potential growth; part 4: fiscal theories and fiscal policies; Part 5: bases of each of the two components of the policy-mix (taxes and government spending on one side and monetary policy on the other), in the context of the European Monetary Union.

Academic papers and simulation results using macroeconomic software (MacSim2 and ACCL) help to understand the challenges of economic policies.

**PREREQUISITE:**

Although not a necessity, it could be useful for students enrolled in this course to already have some basic knowledge in macroeconomics and microeconomics.

**LEARNING OUTCOMES:**

- Better understand the main economic policy debates
- Better appreciate the goals of structural reforms and the main difficulties and constraints of the implementation of such reforms
- Better understand the advantages and difficulties of the coordination of economic policies among countries
- Better appreciate the differences and the links between allocation, stabilization and redistribution policies

**TEACHING METHODS:**

The course has three components: i) Lectures based on slides available to the students; ii) syntheses of sets of academic articles on specific topics; iii) exercises using MacSim2 software to simulate different types of macroeconomic policies and ACCL software to simulate climate policies. Free access versions of both types of software are given to students.

**COURSE: Capital Budgeting and Financing**

**CODE: 2122\_FI\_4\_2\_022\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Core course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

The goal of the course is to help students develop an advanced perspective on how firms make investment and financing decisions.

This compulsory course is designed for students in the second year (M1) of the Program Grande Ecole, following the study of “Corporate Finance” in the first year. It covers the three main aspects of modern corporate finance: capital budgeting, financing, and capital structure.

Capital budgeting concerns how a firm makes investment decisions to increase its value. The course applied the fundamental concept of time value of money (covered in “Corporate Finance”) to capital budgeting decisions. The course introduces different investment decision criteria and illustrates the calculation of free cash flow.

The course then studies firm’s financing options, equity and debt. For equity market, several stock valuation methods are discussed in detail. For debt market, general bond valuation method and corporate bonds are covered.

The last part of the course combines equity and debt together to develop the concept of weighted average cost of capital, which links a firm’s capital budgeting decision with its financing decision. Capital structure in a perfect market and the impact of corporate taxes and bankruptcy costs are also discussed.

**PREREQUISITE:**

Prerequisite course: Corporate Finance

Knowledge needed: financial statements; time value of money

**LEARNING OUTCOMES:**

- apply different investment decision rules
- calculate project cash flows
- value stocks
- value bonds
- calculate costs of capital
- understand capital structure in a perfect market
- understand the effect of corporate taxes and bankruptcy costs on capital structure

**COURSE: Search Engine Marketing and Community Management**

**CODE: 2122\_MK\_4\_2\_008\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**  
Search Engine Marketing has emerged the last 10 years as one of the most important Digital Marketing tools.  
In this course, students will have the opportunity to learn how to use search engines and most importantly how to develop a web presence that will be search engine friendly.

**PREREQUISITE:**  
Principles of Marketing, Fundamentals of Marketing

**LEARNING OUTCOMES:**

- Understand the principles of Search Engine Marketing.
- Learn the cutting edge knowledge from the researchers and the industry experts
- Learn how to use search engines for advertising services and products
- Understand how to effectively design and manage search engine campaigns.
- Examine the process of developing, implementing and analyzing strategies for successfully marketing a variety of existing and potential products and services on a digital space.



**COURSE: Communication Strategies**

**CODE: 2122\_MK\_4\_2\_003\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective	<b>LANGUAGE:</b> EN
<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

The communication invades our consumption societies. Evolutions oblige our marketers to improve their ways of thinking and management practices. The objective of this course is to understand the stakes in communication with regard to the brand and product management ; to get acquainted with tools and techniques of analysis and production of effective communications ; to experiment with the proposal of a relevant communication plan via a practical case ; be able to analyze the communications of a brand and suggest a relevant plan strategically and operationally.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Do a deep analyse a brand communication Including its identity, codes, and its place in a competitive world in order that the student will suggest a concrete, adequate and constructive communication plan

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**COURSE: Advanced Team Management**

**CODE: 2122\_PO\_4\_2\_001\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen-Reims
<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5

**PRESENTATION:**

As organizations adopt leaner and more decentralized work structures, they increasingly rely on teams of employees to accomplish complex tasks. Thus, the ability to work in teams is widely viewed as one of the most important qualities that companies seek in job candidates. Given the importance of these skills, this class draws on evidence-based management and active learning exercises to provide students with the knowledge and skills needed to effectively contribute to teams in a modern workplace.

This course is broadly structured around the Input-Process-Output (IPO) model of team effectiveness (see below). This model provides a useful framework for thinking about teams and identifying ways to enhance their functioning.

Although there are other models of team effectiveness, which we will discuss, the IPO model will serve as a roadmap for our time together. Under the section of the syllabus entitled, Course Schedule, you will see that the sessions are loosely organized around the IPO model.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Describe the critical aspects of designing teams, facilitating team processes, and evaluating team performance
- Apply a framework for diagnosing and resolving challenges within teams
- Provide actionable feedback to their teammates
- Evaluate how their team fits within the broader organization

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**COURSE: Brand Management and Story Telling**

**CODE: 2122\_MK\_4\_2\_001\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English
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<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Rouen-Reims
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<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Brand management is an increasingly important area of strategic marketing and crucial for business success. This course aims to advance students' understanding of strategic brand management, for those who are interested in marketing. The course complements and deepens the notions and theories introduced in Fundamentals of Marketing course, and Marketing Strategy course.

**PREREQUISITE:**

Consumer Behaviour and Integrated Marketing Communication courses are recommended before taking this course.

**LEARNING OUTCOMES:**

- Develop analytical managerial thinking about brands and identify key strategic assets to leverage them
- Master key analytical tools to analyze efficiently brands and branding strategies
- Obtain understanding of key branding concepts
- Understand fundamentals of brand management strategies (range extensions, brand extensions, changing the brand-name), and how to develop coherent brand portfolio strategies.
- Understand key steps to create new brands

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**COURSE: Innovation Management**

**CODE: 2122\_ST\_4\_2\_003\_E**

<b>PROGRAMME: Programme Grande Ecole</b>	<b>LEVEL: Graduate</b>
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<b>TYPE: Seminar course</b>	<b>LANGUAGE: English</b>
<b>TERM: Fall</b>	<b>CAMPUS: Reims - Rouen</b>

<b>TEACHING HOURS: 30</b>	<b>CREDITS: 5</b>
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**PRESENTATION:**

The aim of the course is to provide understandings of how innovation takes place and what the important explanatory factors, as well as the economic and social consequences, are. The focus of the course is on practices and processes that entrepreneurs and managers use to manage innovation effectively in new and existing organizations. The course covers topics such as where innovation is coming from, how to identify strategic capabilities to pursue innovation, how firms develop new products and services, how firms commercialize innovation etc. This course combines theoretical base of innovation and examples from the practice.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understand of the main issues in the management of innovation
- Appreciate the relevant skills needed to manage innovation at strategic as well as operational levels

**TEACHING METHODS:**

Students will understand what innovation means and why it is crucial for creating competitive advantages which are necessary for survival and growth. Moreover, students will be equipped with innovation management principles at different levels (inter-organizational, organizational, group, and individual) that are important to understand how organizations and their employees manage and translate their innovation activities into successful outcomes, which in turn can create competitive advantages.

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**COURSE: Financial Decisions under Uncertainty**

**CODE: 2122\_FI\_4\_2\_026\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Reims - Rouen

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

This course examines various financial decisions under uncertainty. First, we review a toolkit set covering probability, stochastic calculus, Monte Carlo simulation, and decision trees. Second, we analyze a project value/performance when the realization of its cash flows is not certain and assess the impact of the project's underlying assumptions. Finally, we examine how to decide upon expanding project opportunities as well as flexibility-related decisions.

**PREREQUISITE:**

Corporate Finance;  
Capital Budgeting and Financing;  
Quantitative methods

**LEARNING OUTCOMES:**

- Perform sensitivity and scenario analyses
  - Perform a break-even analysis
  - Run a Monte Carlo simulation of cash flows
  - Decide on project growth opportunities

**TEACHING METHODS:**

The course is based on lectures, practice sessions (Excel), problem-solving sessions and case studies

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**COURSE: Data Science for Finance**

**CODE: 2122\_FI\_4\_2\_025\_E**

**PROGRAMME: Programme Grande Ecole**

**LEVEL: Graduate**

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Fall/Spring

**CAMPUS:** Reims - Rouen

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

The course introduces students to programming with python. It covers conditional statements and loops. It shows how to extract data from various databases, and how to interact with Excel. The course also spends few sessions on data visualization and statistical analysis applied to financial data.

**PREREQUISITE:**

Quantitative methods (statistics)

**LEARNING OUTCOMES:**

- Write a Python program to extract, manage and visualize financial data
- \* Write a python program to perform statistical analysis

**TEACHING METHODS:**

The course is based on lectures and programming sessions,

The final exam assesses the student's understanding of basic programming routines and some useful syntax in Python. The remaining 50% of the student's grade is devoted to a group project using Python programming.

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**COURSE: Forecasting and Decision Making**

**CODE: 2122\_MQ\_4\_2\_002\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
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<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims - Rouen
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<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

This course aims at providing students with a basic/intermediate knowledge of statistical method for decision making and forecasting. During the course, students will learn how to use R for data analysis. Indeed, Students will familiarize with R through RStudio being its integrated development environment (IDE). The course will start introducing the main programming tools and their use when working with dataset. While learning the R language, students will recall and use some of the main statistical concepts such as: (1) basic descriptive statistics (2) hypothesis testing (3) linear regression analysis. In addition, students will be able to familiarize with the practice of forecasting time series in business & industry. Finally, the student will be introduced to the potentials of data visualization using R. During each class, the student will be continuously challenged while measuring/evaluating/interpreting dataset concerned with the business and financial world. This is crucial in order to turn numbers into knowledge for decision making.

**PREREQUISITE:** Basic Data Analysis, Basic programming

**LEARNING OUTCOMES:**

- To use statistical tools for decision making
- To use R software to conduct basic computing tasks
- To be able to develop program logic for specific problems
- To be able to make decision under conditions of uncertainty

**TEACHING METHODS:**

Students will learn decision making and forecasting using R and Rstudio.

**COURSE: Strategic Marketing**

**CODE: 2122\_MK\_4\_2\_009\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims - Rouen

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

The course is designed to provide you with opportunities to develop and apply knowledge of marketing strategy. You will develop critical analytical skills when developing, evaluating and criticizing different marketing strategies. The module offers an integrative and dynamic view of marketing strategy within a company, customer, and competitor-perspective. You will be examining strategies for building new brands as well as extending and defending the equity of established brands. The course content can be roughly divided into two parts. The first part focuses on marketing's influence on strategic thinking, internal (company), and on the examination of the external environment (context). We will discuss STP (Segmentation, Targeting, and Positioning) and sources of sustainable competitive advantage(s). The second part of the course focuses on marketing strategies for growth, mature, and decline markets as well as for new market entries

**PREREQUISITE:** INTRODUCTION TO MARKETING

**LEARNING OUTCOMES:**

- Objectif\_1: Conduct analyses that support the development of marketing strategies.
- Objectif\_2: Identify and address key strategic questions
- Objectif\_3: Understand and work with a set of useful and important concepts -such as mission, objective, sustainable competitive strategy, risk, key success factors, strategic opportunity, threat, strength, and weakness, segmentation, targeting, and positioning, portfolio analysis and strategies –such as frontal attack, leapfrog, flank attack, encirclement, guerilla attack, mass-market penetration, niche penetration, skimming and early withdrawal, counterfeiter, cloner, imitator, adapter, fortress defense.
- Objectif\_4: Learn to work cooperatively in teams, think more critically, and communicate more effectively.

**TEACHING METHODS:**

There will be one session each week. Each class is three hours. The course will consist of lectures of key marketing communication concepts and theories alongside class exercises or videos. You are responsible for everything discussed or presented in the class, together with the readings assigned. We will not talk in class about each and every page in the textbook. You should recognize that the lectures are an invaluable source for understanding the concepts being introduced. Therefore, it is necessary for you to attend all the classes and complete all assigned readings before coming to class in order to fully benefit from the lectures. **IMPORTANT!!** You are also expected to participate in class discussions. In doing so, you are expected to use the proper marketing terms and concepts in the classroom. The case discussion will provide an application setting to test the concepts learned in the lectures. Student participation is vital here. Sharing your ideas, comments, or experiences with other members of the class will enhance the learning process. Anything that detracts from our full attention in class will reduce the quality of our discussion. For example, coming in late, or leaving in mid-class, is disruptive to fellow students. Please do not tolerate this behavior in others or participate in it yourself. Also, use of laptops and smart phones during course time is highly discouraged as any small distraction will lower the quality of our learning experience.



**COURSE: Strategic Purchasing**

**CODE: 2122\_SC\_5\_3\_021\_E**

<b>PROGRAMME: MSc in Supply-Chain Management</b>	<b>LEVEL: Graduate</b>
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<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

This purchasing track is designed as an introductory purchasing course for those who aspire to understand the fundamental principles and processes in purchasing in a global context. It does cover the fundamental concepts enabling students to gain the skills to develop their career in procurement.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Know when to buy, depending on different situations
- Know which quantity to buy, depending on different situations
- Manage purchasing decisions for a single sale
- Manage purchasing decisions when there is a fixed order intervals
- Manage purchasing decisions when there is a shortage (sold out)
- Understand the purchasing

**TEACHING METHODS:**

Traditional Class, Deductive learning, lectures

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**COURSE: Boosting your Employability in France**

**CODE: 2122\_LV\_3\_X\_062\_F**

**PROGRAMME:** Echange

**TYPE:** Language course

**LANGUAGE:** FR

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

Ce cours prépare l'étudiant international à décrocher son premier stage en France.

Par ses objectifs et sa méthodologie, le cours s'inscrit pleinement dans le Cadre Européen Commun de Référence (CECR) pour les langues.

**PREREQUISITE:**

Avoir passé le French assessment test et avoir un niveau B1 minimum

**LEARNING OUTCOMES:**

- Connaître le système éducatif français
- Découvrir le monde du travail en France
- Décrypter une offre d'emploi
- Rédiger un CV en fonction d'une offre d'emploi
- Rédiger une lettre de motivation gagnante
- Se préparer efficacement à un entretien de recrutement
- Passer un entretien de motivation avec succès
- Connaître le système éducatif français
- Découvrir le monde du travail en France
- Décrypter une offre d'emploi
- Rédiger un CV en fonction d'une offre d'emploi
- Rédiger une lettre de motivation gagnante
- Se préparer efficacement à un entretien de recrutement
- Passer un entretien de motivation avec succès

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**COURSE: Découvrir et comprendre la culture française**

**CODE: 2122\_LV\_3\_X\_064\_F**

**PROGRAMME:** Echange

**TYPE:** Echange

**LANGUAGE:** FR

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

L'objectif principal est de faire réfléchir des étudiants de cultures diverses sur une culture donnée, cette démarche interculturelle active devant entraîner une réflexion des étudiants sur leur propre culture.

Ce cours requiert une participation active des étudiants, l'étude d'une culture moderne supposant une réelle implication personnelle (capacités de centration/décentration).

Les faits de civilisation seront abordés à travers le filtre de l'actualité et d'événements contemporains, l'Histoire intervenant comme outil d'analyse des fondements de la culture française.

**PREREQUISITE:**

Être éligible aux niveaux A2-2, B1 ou B2, suite au test de français

**LEARNING OUTCOMES:**

- Aborder, comprendre et interpréter des faits de civilisation contemporains
- Visualiser ce que représente aujourd'hui la culture française : place de la France dans le monde, la France vue de l'étranger, la France vue par les Français.
- Acquérir des outils d'analyse et de réflexion utilisables en situation interculturelle, dans leur vie professionnelle notamment.

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**COURSE: Discovering and Understanding French Culture**

**CODE: 2122\_LV\_3\_X\_066\_E**

**PROGRAMME:** Echange

**TYPE:** Language course

**LANGUAGE:** EN

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

When approaching a person and its culture, there are many questions to ponder: what is culture? What is cultural identity? What is similar or different, to my own culture? Why is it similar or different? In a word we question first our own system of values. That is the objective of cross-cultural studies.

Volumes have been written about inter-cultural issues. Thanks to their remarkable work Hofstede, Trompenaars, Hall, Mole and many others have provided interesting and often efficient tools to comprehend cultures and cultural differences.

Though these tools are useful, in our globalized world, they cannot answer all the questions alone: they try to identify and manage the differences, to “ride the waves of culture” (Trompenaars), but a question still remains: why is it different?

At this step the knowledge of the studied culture’s foundations comes to fill in the “gaps” of the inter-cultural analysis.

This class aims to give students – or to remind students of – the main French culture (provided we define what the concept of “culture” covers) fundamentals that are bound to answer the “why-is-it-different” question and give students tools to comprehend –or at least understand- the French way of thinking and acting.

**PREREQUISITE:**

A good level of english

**LEARNING OUTCOMES:**

- Better comprehend what France is today and the challenges the country has to face in a global context
- Approach, understand and analyse contemporary civilization phenomena
- Have acquired analytical tools usable in cross-cultural context

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**COURSE: French for Business**

**CODE: 2122\_LV\_3\_X\_072\_F / 2122\_LV\_3\_X\_070\_F  
2122\_LV\_3\_X\_074\_F**

**PROGRAMME:** Echange

**TYPE:** Language course

**LANGUAGE:** FR

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

Le cours prépare les étudiants à l'essentiel du monde des affaires francophone, avec l'acquisition du vocabulaire et des structures en contexte, et pratique orale dans les jeux de rôles. Dans ce cours nous abordons le monde des affaires sans approfondissement dans le domaine du marketing ou de la comptabilité.

**PREREQUISITE:**

avoir le niveau CECR inférieur au niveau du cours

**LEARNING OUTCOMES:**

- Bien reconnaître les entreprises et la culture d'entreprise françaises, le droit du travail et les réalités culturelles et socioéconomiques du monde des affaires francophone.
- Utiliser les bases du vocabulaire des affaires et des relations professionnelles.
- Comprendre globalement l'actualité économique et sociale de la France.
- Présenter une entreprise
- Mener une réflexion sur le marché français

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**COURSE: French for Communication**

**CODE: 2122\_LV\_3\_X\_078\_F/2122\_LV\_3\_X\_084\_F**  
**2122\_LV\_3\_X\_076\_F/2122\_LV\_3\_X\_088\_F/2122\_LV\_3\_X\_090\_F**  
**2122\_LV\_3\_X\_082\_F**

**PROGRAMME:** Echange

**TYPE:** Language course

**LANGUAGE:** FR

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

Communiquer en français dans des situations de la vie quotidienne par l'acquisition d'un lexique formel et informel et le développement de compétences grammaticales adaptées aux échanges sociaux quotidiens. La réussite à ce cours indique que l'étudiant a le niveau nécessaire pour suivre le cours

**PREREQUISITE:**

avoir le niveau CECR inférieur au niveau du cours

**LEARNING OUTCOMES:**

- Se présenter et présenter quelqu'un
- Parler de ses goûts
- Parler de gastronomie, commander au restaurant
- Préparer un voyage, réserver un billet
- Faire des achats
- Demander et donner son chemin

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**COURSE: Business Ethics**

**CODE: 2122\_DD\_3\_2\_001\_E**

<b>PROGRAMME: CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Semester course</b>	<b>LANGUAGE: English</b>
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<b>TERM: Fall</b>	<b>CAMPUS: Reims</b>
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<b>TEACHING HOURS: 45</b>	<b>CREDITS: 6</b>
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**PRESENTATION:**

Students will reflect on current challenges of social responsibility and ethics; They will understand the dynamic that leads from public debate and controversy to the appearance of new behavioural principles for firms.

The course will cover all principal tools and references related to CSR/SD and ethics, in every department of the company. Students will understand the potential for innovation and reconfiguration that CSR/SD represents for firms, the economy and society as a whole

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Acquaint students with general approaches to business ethics along with problems that attend ethical theory to apply the vocabulary of ethics to concrete business situations.
- Distinguish between Sustainable Development, Corporate Social Responsibility and Ethics
- Present the major current CSR/SD issues for each department in a company

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**COURSE: Contrôle de gestion**

**CODE: 2122\_CC\_3\_2\_003\_F**

<b>PROGRAMME: CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Core course</b>	<b>LANGUAGE: French</b>
<b>TERM: Fall</b>	<b>CAMPUS: Reims</b>

<b>TEACHING HOURS: 45</b>	<b>CREDITS: 6</b>
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**PRESENTATION:**

La fonction contrôle de gestion propose d'importants débouchés pour les jeunes diplômés et présente des perspectives intéressantes d'évolution de carrière. Le cours permet d'acquérir les connaissances de base sur les outils et processus de contrôle de gestion pour des étudiants souhaitant travailler en contrôle de gestion ou dans la sphère comptabilité-finance d'entreprise. Il traite à la fois des démarches traditionnelles et des évolutions récentes du contrôle de gestion. Il vise également à rendre les étudiants conscients des avantages, limites et inconvénients des différentes techniques de contrôle de gestion afin de savoir les choisir et/ou les utiliser de manière « éclairée ».

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Calculer des coûts de produits selon différentes approches (centres d'analyse, ABC, direct costing, imputation rationnelle des frais fixes, target costing)
- Choisir le type de coûts à utiliser en fonction de la décision à prendre ou de la problématique à éclairer
- identifier les besoins en prix de cession et déterminer les prix de cession adaptés dans le cadre d'une responsabilisation des services sur leurs performances financières
- Réaliser l'ensemble des budgets par fonction et leur synthèse financière dans un processus simplifié
- caractériser les différentes démarches de prévision à moyen terme (planification) et à court terme (budgétisation), leurs avantages et inconvénients
- Analyser un écart sur charge variable
- construire un tableau de bord stratégique, un tableau de bord de gestion, un balanced scorecard
- mettre en œuvre les principaux outils de contrôle de gestion de la masse salariale
- Faire preuve de capacité d'analyse et d'esprit critique à l'égard des démarches de contrôle de gestion
- réaliser sous Excel des démarches calculatoires de contrôle de gestion

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**COURSE: Ethique et responsabilité sociale**

**CODE: 2122\_DD\_3\_2\_003\_F**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE:** Seminar course

**LANGUAGE:** English

**TERM:** Fall

**CAMPUS:** Reims

**TEACHING HOURS:** 45

**CREDITS:** 6

**PRESENTATION:**

La société et l'économie sont de plus en plus confrontées aux enjeux du Développement Durable (DD). Dans ce cadre, les entreprises, quels que soient leur secteur d'activité, leur taille, leur implantation, doivent faire évoluer leur vision et leurs pratiques dans tous les domaines : recherche & développement, supply chain management, marketing, business model, management, communication, contrôle de gestion, avec des impacts significatifs sur leurs coûts et leur stratégie.

Ces évolutions conduisent à des débats, des négociations et des compromis entre les différentes parties prenantes impactées par l'activité des entreprises. Elles se manifestent aussi dans la jurisprudence, le changement des attentes des clients en B to C comme en B to B ou dans de nouvelles normes et lois.

Pour l'entreprise, la RSE et le DD relèvent aussi bien de la gestion des risques techniques, légaux et financiers que de l'innovation et du développement de nouveaux modèles d'affaires, dont certains peuvent déboucher sur des changements de société. Face à ces enjeux, elle peut adopter des réactions variées : défensive, suiviste ou proactive.

Ces évolutions ont aussi des conséquences au niveau individuel ; alors qu'émergent de nouvelles exigences sociales et légales, chaque acteur dans l'entreprise peut se trouver confronté à un dilemme personnel : quelle attitude adopter face à un comportement ou une pratique non responsable ?

Ce cours a pour but de préparer les étudiant-e-s aux évolutions actuelles et futures des entreprises et de leurs métiers, liées à la nécessité pour les entreprises de prendre davantage en compte les impacts de leurs activités sur l'environnement physique, économique et social.

Il leur permettra :

- de comprendre l'articulation entre les enjeux du développement durable, de la responsabilité sociale et de la prise de parole éthique ;
- de comprendre les dynamiques qui conduisent du débat public et des controverses à l'apparition de nouveaux principes de comportement pour les entreprises, que celles-ci perçoivent ces principes comme des opportunités ou comme des contraintes
- de connaître et de comprendre les démarches et outils en matière de RSE/DD et d'éthique, dans chaque domaine de l'entreprise ;
- de percevoir le potentiel d'innovation et de reconfiguration que comporte la RSE/DD pour les entreprises, les activités économiques voir la société dans son ensemble, et ce dans les pays développés comme dans les pays en développement

**PREREQUISITE:**

**LEARNING OUTCOMES:**

Différencier Développement Durable, Responsabilité Sociale et Éthique ;

Analyser une situation d'entreprise concrète du point de vue des enjeux RSE/DD et en tirer un diagnostic et des axes d'action ;

Identifier dans une situation donnée les parties prenantes, le cadre de leur implication et la dynamique de son évolution ;

Présenter et expliquer les principes des principaux outils et référentiels RSE/DD pour l'entreprise et ses différentes fonctions (approvisionnement, production, marketing, management, etc.) ;

Expliquer les nouveaux business models associés à la RSE/DD ;

Présenter les principaux débats RSE/DD actuels pour chaque fonction de l'entreprise ;

Mobiliser une démarche réfléchie pour faire face personnellement à des situations ou à des comportements non-éthiques en entreprise ;

Porter une appréciation informée et critique sur la stratégie RSE/DD d'une entreprise ou d'un secteur d'activité et la façon dont elle est déclinée et mise en œuvre.

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**COURSE: Fundamentals of Finance**

**CODE: 2122\_FI\_3\_2\_006\_E**

<b>PROGRAMME: CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 45	<b>CREDITS:</b> 6
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**PRESENTATION:**  
 This course lays the fundamentals concepts of Finance. Students will learn how to estimate a project's cash flows. They will examine the principles of project valuation and selection. They will also appreciate the importance of risk and its relation with return. This course is suitable for any future manager and is a prerequisite for a specialization in finance.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Be able to evaluate cash flows
- Acquire the tools for valuation and financial decisions making
- Estimate the risk and return of a project
- Understand the concept and applications of the tradeoff between risk and return
- Calculate the cost of capital

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**COURSE: Finance d'entreprise**

**CODE: 2122\_FI\_3\_2\_003\_F**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE: semester course**

**LANGUAGE: French**

**TERM: Fall**

**CAMPUS: Reims**

**TEACHING HOURS: 45**

**CREDITS: 6**

**PRESENTATION:**

Ce cours aborde diverses thématiques liées aux entreprises. Il présente les limites des méthodes traditionnelles de choix d'investissement et intègre une certaine flexibilité dans un environnement incertain à travers le concept des options réelles afin de prendre en compte le pouvoir décisionnel des dirigeants d'entreprises et donc leur capacité de réaction face aux données nouvelles qui s'imposent à eux au fil de temps.

Il traite aussi de la structure financière des entreprises dans l'objectif de comprendre le processus de valorisation des entreprises suivant qu'elles sont ou non endettée. Cette notion permet par ailleurs à définir les risques et limites liés aux différents structures financières. La politique de dividende, l'éthique et le conflit d'agence complètent la partie sur la structure financière des entreprises. Le programme du cours s'achève en intégrant le concept de financement des entreprises et en présentant les arbitrages que les dirigeants sont amenés à faire dans le choix de financement optimal en vue de maximiser la richesse créée pour les différentes contreparties.

Ce cours s'appuie sur la théorie de la finance d'entreprise traditionnelle mais prend en compte les questions sensibles du développement durable à travers les projets d'étude de cas réalisés et présentés par les étudiants.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Comprendre et maîtriser le processus de prise de décision par des entreprises dans un environnement incertain.
- Comprendre et maîtriser les risques des entreprises liés leurs structures financières et savoir en déterminer la valeur suivant qu'elles sont endettées ou pas du tout endettées.
- Comprendre tous les canaux de financement des entreprises ainsi que les différentes méthodes de choix de différents modes de financement.

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**COURSE: Globalization and Innovation**

**CODE: 2122\_GS\_3\_2\_004\_E**

<b>PROGRAMME: CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Seminar course</b>	<b>LANGUAGE: English</b>
<b>TERM: Fall</b>	<b>CAMPUS: Reims</b>

<b>TEACHING HOURS: 45</b>	<b>CREDITS: 6</b>
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**PRESENTATION:**  
 Understand and analyse the phenomenon of globalization and its various aspects and effects. The first half of the seminar is dedicated to a general approach to globalization : history, structure, actors, dynamics. The second half is dedicated to an analysis theme by theme: territory, culture, finance, business, innovation

**PREREQUISITE:**

**LEARNING OUTCOMES:**  
 Students will be capable of analysis the globalisation phenomons  
 Understand the impact of globalisation and innovation

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**COURSE: Globalisation et innovation**

**CODE: 2122\_GS\_3\_2\_003\_F**

<b>PROGRAMME: CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> French
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 45	<b>CREDITS:</b> 6
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**PRESENTATION:**

Comprendre et analyser le phénomène de la mondialisation et ses différents aspects et effets.

La première moitié du séminaire est consacrée à une approche générale de la mondialisation : histoire, structure, acteurs et dynamiques. La seconde moitié du séminaire est consacrée à une analyse thématique de la mondialisation : territoire, culture, finance, entreprise, innovation.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

D'analyser les phénomènes de la Mondialisation

Comprendre l'impact de la mondialisation et de l'innovation

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**COURSE: Management des ressources humaines**

**CODE: 2122\_PO\_3\_2\_010\_F**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE:** Core course

**LANGUAGE:** French

**TERM:** Fall

**CAMPUS:** Reims

**TEACHING HOURS:** 45

**CREDITS:** 6

**PRESENTATION:**

Chaque séance se déroulera selon deux modalités :

Une modalité consiste en l'animation par les étudiants d'un cours en mode « classe renversée ». Chaque groupe d'étudiants sera amené à réaliser des lectures obligatoires en amont des séances, et animera un cours en classe renversée, sur un thème précis pré-déterminé, et sur une durée minimale de 25 minutes.

Le cours en classe renversée devra :

- exposer les notions fondamentales relative au thème d'étude,
- exposer les pratiques managériales de trois pays différents (préférentiellement partenaires du CESEM),
- exposer un cas d'entreprise illustratif, récent (moins de 2 ans)
- mettre en exergue les « tactiques » et « astuces pratiques » : à savoir ce qui est à faire, ce qui n'est pas à faire (Do-Don't), puis ce qui se fait parfois et ce qui pourrait se faire en situation réelle.

Une seconde modalité consiste en travaux d'équipes autour d'un cas concret de gestion opérationnelle des ressources humaines.

L'intervenant participe aux travaux d'équipes et procède au debrief du cas.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

D'identifier les enjeux stratégiques de la gestion des ressources humaines dans un contexte français et international.

D'utiliser ses compétences opérationnelles en matière de gestion des Hommes dans l'organisation

De considérer ces aspects stratégiques et opérationnels de manière transversale entre les thèmes étudiés en cours

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**COURSE: Management stratégique**

**CODE: 2122\_ST\_3\_2\_007\_F**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE: Core course**

**LANGUAGE: French**

**TERM: Fall**

**CAMPUS: Reims**

**TEACHING HOURS: 45**

**CREDITS: 6**

**PRESENTATION:**

Ce cours vise à mettre en évidence les connaissances et pratiques fondamentales de base en Stratégie d'entreprise ainsi que la théorie des organisations en lien avec la stratégie. Ce cours met en lumière les concepts fondamentaux en stratégie en s'appuyant sur l'étude des cas d'entreprise et des articles afin de mieux appréhender les choix stratégiques des entreprises dans un marché globalisé et compétitif.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

Diagnostiquer et évaluer la situation d'une entreprise

Comprendre et évaluer la trajectoire de l'entreprise à long terme

Evaluer l'insertion de l'entreprise dans son marché, vis à vis de ses concurrents et dans son environnement global

Evaluer son organisation et son fonctionnement interne au regard des choix stratégiques

Proposer des orientations stratégiques et d'organisation tenant compte de l'environnement et du marché

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**COURSE: Marketing stratégique**

**CODE: 2122\_MK\_3\_2\_010\_F**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE: Core course**

**LANGUAGE: French**

**TERM: Fall**

**CAMPUS: Reims**

**TEACHING HOURS: 45**

**CREDITS: 6**

**PRESENTATION:**

The big changes took place in the last few years at economic, technological and social level. It brought some growing turbulence and called for strategic readjustments among the industry key players. Due to the new situation, ( more precisely new customer behaviors : with uberisation / digitalization / Ethical revolution ... ) « marketing » has to involve and it's a real necessity for student to understand new rules and adopt a strategic vision.

1° Part : Students have to read articles before courses, in order to participate to exercices during the 1st course.

2° Part : En classe – discussion on articles . Professor share vision on strategic marketing with students.

3° Part: Workshop : illustration of strategic marketing vision with a real case study.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

Analyze a market, some actors and stake holders

Develop a strategic marketing plan : Brands and products portfolio – Brand diagnostic

Use marketing tools and establish a launching strategic plan.

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**COURSE: Business Analytics**

**CODE: 2122\_SI\_4\_1\_002\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Core Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Businesses, governments, and individuals create massive collections of data as a byproduct of their activity. Increasingly, decision-makers and systems rely on intelligent technology to analyze data systematically to improve decision-making. In many cases automating analytical and decision-making processes is necessary because of the volume of data and the speed with which new data are generated. This course is designed to understand the strategic importance of Analytics and how to solve business problems by applying analytics methodologies and solutions to real world business contexts for improved decision-making. This course will cover a wide variety of analytics approaches and students will be asked to think more analytically and leverage analytics as a strategic asset. This course will expose students to a wide array of real consulting situations in business analytics operations and explain how to turn data into business intelligence and eventually use data and analytics to create business value.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understand the strategic importance of analytics, articulate a business problem and convert it into a viable analytics question
- Solve business problems by applying analytics methodologies and solutions to real world business contexts for improved decision-making
- Evaluate various analytical approaches and select the most appropriate for the given problem
- Explain and apply the core aspects of IT analytics solutions, manage their implementation and assess their effectiveness in a business context
- Identify the roles and responsibilities of the business analyst
- Understand a Problem in Business, explore and analyze the problem

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**COURSE: Change Management in IT Environment**

**CODE: 2122\_PO\_4\_1\_001\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Core Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

This course is designed to provide students with an overview of change processes that can occur at the individual, group, organizational, and/or societal levels in connection to Information Technology. Students should leave the course with a working knowledge of the change process. However, that content knowledge is secondary to the most important goal(s) of the course. The real focus of the course is: enhanced critical thinking skills related to the assessments involved in change efforts; and an understanding of the complexities of change and peoples' resistance to it. Most importantly, students should refine their analytical problem solving skills and be capable of presenting the results of an analysis to a critical audience in a relatively unstructured environment.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Critically analyze change efforts
- Evaluate different perspectives on change and propose improvements
- Understand some of the main theories concerning organizational change and IT
- Understand the complexities underlying change and recipients' reactions

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**COURSE: Digital Business Strategy**

**CODE: 2122\_ST\_4\_1\_001\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Core Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

In the new digital business era, developing strategies and business models to rethink how organizations can thrive will be the key to any organization's future viability. This course is designed to help students to rethink business around the digital and give them tools and frameworks to develop novel and agile digital business. It will also help them to see how they can develop strategies to create value for customers and new opportunities for organizations. Students will study the ways in which skills, roles, and processes may all need to change when a business embraces digital transformation, and how to execute this change.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Develop knowledge and skills in strategic analysis and formulation in the digital era
- Master and use relevant tools and frameworks of organizing a venture to achieve "rapid" growth in digital era
- Rethink existing business models around digital and develop strategies to create value for customers through new business models
- Understand how digital technology could make the organization better and be more competitive in their markets
- Understand the interaction between strategic & organizational capabilities and IT (digital) capabilities
- Understand the specific steps to creating a business strategy fit for the digital age
- Understand the strategic and organizational challenges related to managing digital business transformation

**TEACHING METHODS:**

The Oral presentation –and evaluation- will consist in presenting the Digital strategy of an organization. To achieve this objective the students will have to meet and interview members of the organization they chose. They will precisely focus on the 4 following topics :

- Engage your customer
- Transform your products
- Empower your employees
- Optimize your operations

They will give precise examples of concrete applications of these topics in the organizations they will present.

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**COURSE: Project Management Methodologies**

**CODE: 2122\_SI\_4\_1\_006\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Core Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Today's IT projects present one of the most important challenge to project managers. They require coordination with many stakeholders representing different areas covering the organizations activities and their interactions with business environment which is more and more dynamic and complex. The success of these projects depends on the project manager knowledge, both in technical and in the management fields, and his/her competencies.

This course addresses IT project management methods with a focus on subjects that could help those students whose aim is to prepare PMP® certificate and/or MS Project® certificate. It is designed to help them understand project management methodologies and attain their objective by teaching them the most required knowledge in this area. Recognized domestically and internationally, the PMP® certification has set a standard for excellence in project management. Also, MS project® becomes an unavoidable tool for the project manager. Through a case study, this course explains how MS Project® should be used efficiently in order to avoid the most regular mistakes.

The course enables students to acquire solid practical knowledge that help them preparing these certificates. It develops a comprehensive review of project management covering methodology, tools used by project managers including GANTT charts, PERT Diagrams, estimating activity time, scheduling, expediting, Critical Path Method and documentation.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- understand what needs to be considered when planning an IT project
- understand the various phases of the system development life cycle
- understand the project management methodology
- be more familiar with project management tools such as Gantt and PERT charts
- understand the role of the IT project manager
- manage and control IT project risks
- find solutions to problems (schedule, people, data, business requirements) related to IT projects
- understand the processes needed to prepare MS project® and/or PMP® certificates
- help you assess the pro or cons of the different IT Project Management Methods (V cycle and Agile/SCRUM) during a digital project

**TEACHING METHODS:**

During each lecture, the student must take notes in class, write a summary of his/her notes and send it to the professor in charge of this course before the next session. The student must read the books on the management of IT projects and uses e-learning resources available on the Web to learn more about topics developed during the course sessions.

**COURSE: Digital Communication & Social Media**

**CODE: 2122\_MK\_4\_3\_005\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

The objective of this elective is to efficiently integrate and use digital and social communication tools. It helps students develop digital and social practice to promote their own competencies (personal branding), a brand, a project or a company.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Evaluate the interest of a social network regarding branding goals
- Assess a digital communication strategy
- Create and develop an online branding strategy
- Understand SEO/SEM tools
- Set up a SEO / SEM strategy
- Appreciate the design of digital communication tools

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**COURSE: Experiential Marketing & Customer Centric Culture**

**CODE: 2122\_MK\_4\_3\_006\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

The objective of this elective is to understand the role of consumer orientation and creation of experience by a brand. It helps students understand the role of experiential marketing and focus on consumer in the implementation of an efficient marketing strategy.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Gain considerable experience in the analysis of marketing strategy decisions based on these determinant concepts and tools.
- Master the fundamentals of the customer centric culture, customer experience and experiential marketing.
- Understand how it can help to create value for consumers as part of a successful marketing strategy.
- Integrate, while developing marketing strategies, elements of emotions, hedonism, logic, and customer centric culture to connect with the customer and / or the client? ☑ Concepts, applications and implementation.
- Reason and operate in a customer centric culture
- Implement an experiential marketing program (offline and online, in a multi-channel perspective)
- Transform the Brand into an Experience
- Build brand equity through Experiential Marketing
- Increase the credibility of a brand through consumer experience
- Support brand experiences, create emotional connections and develop positive perceptions
- Explore experiential trends within marketing today
- Better understand the postmodern customer and the customer centric culture
- Create and engage in rituals that make brands/stores more human and authentic

**TEACHING METHODS:**

All-over this module, through central theoretical fundamentals, applications, real case studies and reconstitutions, participants will actively investigate and apply, in a customer centric logic, the major experiential and sensorial techniques and strategies. Throughout the course, the main framework will be “learning by doing”. Therefore, participants play the role of marketing managers and learn how to use these tools in order to make complex decisions in case situations.

Participants will be asked to:

1. before the course: prepare readings suggested by the professor before the course.
2. At the beginning of the course (first day): evaluation-MCQ (Multiple Choice Questions) related to a book which has to be read by the students before the course:
3. during the course: actively participate in several activities throughout the sessions: project development on the basis of a case study (document production, group presentation), readings, applications, store visits

**COURSE: Supply Chain Optimization**

**CODE: 2122\_SI\_4\_3\_002\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Supply Chain Management is the systematic direction and control of the processes that transform inputs into finished goods or services. Supply chain function is one of the primary functions of a firm. While marketing induces the demand for products and finance provides the capital, the supply chain produces the product and delivers the product (goods and services) and focuses on the optimization of operations.

Historically, the optimization of operations within the supply chains was left to those with “experience” of the business. Progressively “scientific” management was developed led by the military and by the major manufacturing corporations. More recently, the combination of efforts to apply lessons from manufacturing to those of the service sector and the “analysis” of many business activities with a view to potential automation has led to a focus on business processes and their management. This will form the starting point of the supply chain optimization course.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Analyze a supply chain unit
- Be able of modelling a supply chain
- Be able of optimizing a supply chain

**TEACHING METHODS:**

The method of assessment is continuous. Students are given a number of assignments over the period of the course. To satisfy the course requirements, the course work must reach an acceptable standard. There will be three types of assignment:

- Group case studies: group activities (presentations, case study)
- Group written report: a written report following a supply chain service unit visit (guidelines on moodle).
- Individual MCQ: a MCQ at the beginning of the course on the “introduction to logistique” TEMA 2 course (guidelines on moodle)

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**COURSE: IS Consulting**

**CODE: 2122\_SI\_4\_3\_001\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims
<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5

**PRESENTATION:**

Technology, especially IT make business environment changing more and more fast. Consequently, the company must be able to adapt and transform all its levels to remain competitive. Corporate level, business level, activity level, business unit level and value chain level have to be reviewed in order to take into account this change. This, impacts strongly people behavior in terms of consumption and the company management in terms of thinking and conducting the business. Therefore, organization, business model, management, processes must be seriously examined and new tools should be found and implemented to reflect the digital transformation.

The objective of this specialized course is to understand how the consulting groups accompany and support their customers in optimizing their digital strategies through IT investments. It's organized in six sessions and involves real projects as well as methodologies and approaches used by consulting groups. Basing on lessons learned from a real consulting case, this course provides some key principles and tools such as Agile and Scum to lead change management due to the digital transformation. It shows how to evaluate IT solutions with respect to organization's problems and helps understanding the interaction between IT, organization and people behavior during IS consulting missions.

During each lecture, the students must take notes in class, write a summary of their notes and send it to the professor in charge of this course before the next session. The students must read the books on IS Consulting and uses e-learning resources available on the Web to learn more about topics developed during the course sessions.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Identify the context and understand the mission objectives
- Understand and use methods and techniques used by consultants in different sectors of activity
- Propose and evaluate IT solutions with respect to organization's problems
- Handle a managerial position in business operations and IT projects
- Understand the interaction between IT, organization and people behavior during IS consulting mission
- Improve the consultancy skills and enhance their employability
- Understand business change approach using IT
- Play the IS consultant role

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**COURSE: Big Data**

**CODE: 2122\_SI\_5\_2\_001\_E**

**PROGRAMME: TEMA**

**LEVEL: Graduate**

**TYPE: Elective Course**

**LANGUAGE: English**

**TERM: Fall**

**CAMPUS: Reims**

**TEACHING HOURS: 30**

**CREDITS: 5**

**PRESENTATION:**

The massive digitization of the contents (data, objects, facts, processes, etc.) in national and international organizations, especially companies, leads to the creation of databases whose volume is growing daily. At different levels and on a global scale, this mass of data is increasingly shared, and used by the different companies and their different activities in order to create value for their clients and to support or increase their competitive advantage in a global and digitized business environment. This is in line with the new digital era, which leads, among other things, to the emergence of a new concept called Big Data. The latter reflects the availability of a massive volume of structured and unstructured data, stored in numerous databases distributed across a worldwide network. This mass of data is sometimes accessible free of charge or for a fee, can be, for example, a source of business development and value creation for customers. They are of different natures and exchange at a faster and faster pace within these network where businesses, governmental and non-governmental institutions as well as private individuals can communicate. In particular, companies see this as an opportunity to develop their business both nationally and internationally.

Nevertheless, how can they exploit this mass of data in order to realize a real profit, to impose themselves on an increasingly competitive global market and above all to respond to the new needs of their potential customers by proposing real value? It is precisely to this pluralistic question that this course responds concretely by developing fundamental knowledge and practicing it to become real skills increasingly demanded by national, regional and international companies.

This high-level course allows national and international students to learn the systems, applications, methods and tools that enable this mass of data from multiple sources to be processed and exploited. It also enables participants to know how to distinguish the most interesting data and to analyze them and, more importantly, to exploit them for the benefit of organizations, including businesses, customers and citizens.

The practical and concrete cases presented in this course allow participants to learn to analyze real business situations in order to develop strategies and make better decisions by transforming this mass of data into information necessary for the conduct of business.

**LEARNING OUTCOMES:**

Define the Big Data concept within the Digital era

Understand and learn how big data can help to improve the company outcomes

Understand and learn how companies can exploit the mass of data in order to realize a real profit

Understand learn how companies can get benefit from the mass of data in order to compete on global market

Understand and learn how companies can use the mass of data in order to respond to the new needs of their customers

Learn how to distinguish the most interesting data and to analyze them

Learn how to distinguish the most important data and to exploit them for the benefit of organizations

Learn how to get real economic value from data in order to develop business and satisfy customers

Practice concrete cases to learn to analyze data in real business situations in order to develop successful strategies

Learn how to make better decisions by transforming this mass of data into information necessary for the conduct of business

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**COURSE: Digital Innovation & New Businesses**

**CODE: 2122\_SI\_5\_2\_002\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

The digital era refers to a set of human, technological and financial resources and their various interactions. Its realization is a challenge to the traditional way of carrying out projects, especially business ones, and expresses itself, among others, in the way to rethink the tools and the way to manage the traditional IT projects due to the transformation of the organizations such as companies. It introduces new rules and practices, bringing together areas often considered separately, namely, strategy, research and development, production, marketing and sales, finance, human resources, etc. In this context, Traditional IT project management has to be review and discussed. Based partly on an inverted pedagogy, this course is design to allow national and international students to co-produce the answers to this complex issue. Among other things, traditional IT project management tools and methods will be reviewed and discussed to determine whether they have to be abandoned or simply get adapted to fit into this digital era. For instance review key ITIL processes from the Cloud concept perspective. A new approach and appropriate methodology that take into account both the exogenous and endogenous environment of digital is taught in this course. They consider the Cloud Computing, Big Data, Mobility and Internet concepts as the main drivers and levers of this more and more dynamic and complex environment. Also, this course offers students the opportunity to understand and learn the main knowledge and practices related to project management that opt for Blockchain technology and cloud ERP concept.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

At the end of the course participants should be able to

- Learn how to co-produce answers to IT project management in the digital era
- Understand and learn the difference between a traditional IT project management and a Digital project management
- Understand how the Cloud Computing, Big Data, Mobility and Internet concepts should be considered together in digital project management
- Understand and learn how traditional IT project management tools and methods should be review to fit into the digital era
- Understand and learn knowledge of the role of the project manager in the digital era
- Learn how to manage and control project in the digital era and increase confidence
- Learn how to find the right solutions to problems to fit with the business objectives and digital strategy
- Understand and learn basic knowledge on how to handle Blockchain projects as well as ERP projects that consider the Cloud concept

**TEACHING METHODS:**

**COURSE: Innovation & Entrepreneurship**

**CODE: 2122\_EN\_5\_2\_001\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 45	<b>CREDITS:</b> 6
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**PRESENTATION:**

Innovation and entrepreneurship are the principal sources of jobs and wealth in market economies. Creating new businesses, capturing new markets, and enhancing organizational effectiveness occur through improving productivity and/or innovation. As a result, nowadays innovation is increasingly the source of sustainable competitive advantages for firms, which are necessary for survival and growth. New technologies, competition, and globalization compel both entrepreneurs and existing firms to foster innovation and agility. However, building an organization to successfully and repeatedly bring innovations to market is a big managerial challenge. This project-based course examines the key issues surrounding the entrepreneurial process as well as processes and practices that managers use to promote and manage innovation effectively in startups and existing firms. Among others, the course explores the following topics : opportunity recognition, entrepreneurial process, business model innovation, learn startup, innovator's dilemma, diffusion of innovations model, innovation management principles at different levels (inter-organizational, organizational, group, and individual) and design-driven innovation.

The course is framed in terms of growth-oriented new ventures, but skills developed are not restricted to new or growing enterprises. The course also seeks to assist students to understand how to convert strategic intentions into reality, whatever the kind of activity under consideration (for profit or not-for profit).

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Will understand key concepts of innovation management (types, processes, ...)
- Will know what disruptive innovation means, why most of incumbent firms often fail to respond to it and how firms can respond to disruptive innovation.
- Will understand main differences among various groups of adopters and will be able to design a proper innovation diffusion process for each group.
- Will be able to craft an innovation strategy and know how to manage innovation portfolio.
- Will be able to design a stage-gate model to manage an innovation project.
- Will be able to explain what factors are challenging the Closed Innovation and what is Open Innovation and what mechanisms to apply.
- Will develop skills for evaluating, articulating, refining, and pitching a new product or service offering, either as a start-up business or a new initiative within an existing firm.
- Will understand the importance of entrepreneurship to market economies and to get a complete overview of the entrepreneurial process.
- Will understand the key issues surrounding the entrepreneurial process, and current approaches for improving the development of business ideas and new ventures.
- Will be inspired and motivated to apply an entrepreneurial mindset in their future career, either as self-employed entrepreneurs or as managers.

**COURSE: Leadership**

**CODE: 2122\_PO\_5\_2\_001\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Leadership processes are ubiquitous in society in general and occur at multiple levels in organizations (cf. micro, meso, macro). This course is designed to provide students with insights in leadership dynamics and the complexities of leadership in today's organizations and beyond. The aim of this course is to develop students' understanding of what leadership is (and what it is not), which difficulties and boundary conditions may arise in leading others, and the potential dark sides of leadership. In addition, students will increase their self-awareness and critical thinking about (their own) leadership identity.

Last, students will develop their competencies in leadership, for instance, by creating a vision, communicating convincingly, (intellectually) stimulate others, etc.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

Analyze, diagnose, and experiment with leadership complexities at the micro, meso, and macro levels in organizations

- a. Explain, and apply the different roles of a leader
- b. Explain, apply, and criticize key leadership theories
- c. Explain and evaluate strategic and political dimensions of leadership

Analyze and evaluate how constructive relationships with peers, followers, and leaders are built and how interpersonal conflicts occur

- Improve their ability to create a vision and communicate convincingly
- Reflect on and evaluate their leadership competencies and strengths
- Evaluate their decision making and solve ethical dilemmas
- Analyze the complexities of leadership in and across different cultures and connect them to the challenges of diversity and inclusion
- Demonstrate their critical thinking and socio-analytical skills
- Compare and contrast "bright" and "dark" sides of leadership

**TEACHING METHODS:**

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**COURSE: Design Thinking & UX**

**CODE: 2122\_MK\_5\_3\_116\_E**

**PROGRAMME:** TEMA

**LEVEL:** Graduate

**TYPE:** Elective Course

**LANGUAGE:** English

**TERM:** Fall

**CAMPUS:** Reims

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

The goal of the course is to develop the skills of students in designing technological products and services via the use of designers' tools.

It uses an action learning pedagogical approach, mixing theoretical insights, presentation of designers' tools and practice

**PREREQUISITE:**

**LEARNING OUTCOMES:**

understand the importance of design for technological products and services

analyze user experience and its antecedents

implement design and user experience strategies

**TEACHING METHODS:**

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**COURSE: Disruptive Marketing**

**CODE: 2122\_MK\_5\_3\_117\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

"Technological knowledge of 2008 is 1% of that of 2050" (Centron and Davies, 2008). The Technology sector is developing to invade all the products as well as the daily consumers' life. The emergence of smart products such as smartphones, robots, Vacuum cleaners, connected televisions, shoes, people connected, etc. testify to the vivacity of the phenomenon. Therefore, it becomes imperative to focus the proposed solutions on users rather than the technology itself to maximize value creation for stakeholders. To this end, it is necessary to revisit marketing practices in order to integrate the technological tools, the speed of diffusion, or the absence of a cognitive reference to the product. This course is in line with new trends in the evolution of society: transhumanism, Singularity, robotization, automation by AI, chatbots, etc.

In this context, several questions arise:

What does the future hold in terms of technological change?

What are the major innovations that will change consumption and distribution patterns?

What are the evolutions related to the web? To mobile? To other technologies to come?

Are we ready for this societal change?

How will companies need to evolve to integrate these technologies?

How is the marketing approach impacted? The marketing function?

This course aims to provide answers to these questions in order to step back on the integration of technologies in the company in general and more specifically in the marketing trades, within the products and services of the companies. It aims to prepare future marketing, distribution, account managers, communication managers to the technological (r)evolution. This is what we call Disruptive Marketing.

Organized in line with research produced by the Smart Product & Consumption Research Institute (<http://institut.neoma-bs.fr/spoc/>), this course is recommended specifically for marketing managers who wish to work in sectors with strong technological components. However, it can be useful to the "traditional" marketing manager who will be confronted with these basic trends.

In previous years / other programs, the students worked in collaboration with SFR, Renault, Aldberan Robotics, iHealth, Tesla, Microsoft, etc. on emerging technologies.

- Decline and adapt the implementation of the marketing approach in contexts with strong innovation trends: strategy, pricing, distribution, offer design, communication, etc.

- Identify the managerial, societal and marketing implications of technology development in several sectors (digital, energy, industry, etc.) within the offerings of companies.

- Identify medium- and long-term prospective elements in order to better understand the marketing function in the light of technologies under development.
- Decide more easily in the "technological" contexts

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Decline and adapt the implementation of the marketing approach in contexts with strong innovation trends: strategy, pricing, distribution, offer design, communication, etc.
- Identify the managerial, societal and marketing implications of technology development in several sectors (digital, energy, industry, etc.) within the offerings of companies.
- Identify medium- and long-term prospective elements in order to better understand the marketing function in the light of technologies under development.
- Decide more easily in the "technological" contexts

**TEACHING METHODS:**

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**COURSE: Digital Governance**

**CODE: 2122\_SI\_5\_3\_011\_E**

**PROGRAMME: TEMA**

**LEVEL: Graduate**

**TYPE: Elective Course**

**LANGUAGE: English**

**TERM: Fall**

**CAMPUS: Reims**

**TEACHING HOURS: 30**

**CREDITS: 5**

**PRESENTATION:**

The Digital era is complex to describe definitely, to predict certainly and to conceive completely. The uncertainty that characterizes it and the interdependence of its economical, technological, strategic, societal and political aspects make it difficult to grasp entirely. Indeed, its multiple elements, their interdependencies and continuous interactions reflect a pluralistic difficulty. The latter is related to the governance of the organization before, during and after its digital transformation, which can be explained by the degree of involvement of management, employees and shareholders.

The Digital era leads to a break in the operation of markets, organizations and the behavior of economic actors and individuals. As a result, the role of the company's information system is no longer limited solely to supporting organizational infrastructure and commercializing its supply, but its role extends to its strategy and then its implementation. Indeed, this era imposes a new governance, the Digital governance, which take into account the organization digital strategy that influences the rules of conduct of business and competition and introduces new business models. This needs to consider a set of mechanisms and rules on which stakeholders (shareholders, managers and employees) agree on for a better functioning of the company and for a better achievement of business performance in this digital era. It involves investments needed in IT and digital components to build, implement, deploy and operate a digitized information system that best meets the needs and new uses. This course is designed to understand what Digital governance is, which processes are needed and how companies manage their digital transformation within their Digital governance frame, which considers the Cloud Computer, the Big Data, the mobility and the Internet concepts as the main drivers for this digital transformation of different activities, functions and jobs. The course offers national and international students the opportunity to understand and learn the main knowledge and practices related to Digital governance issue.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understand and define what Digital governance is
- Understand and learn fundamental and practical knowledge related to Digital governance issue.
- Understand, learn and use methodology to conceive and elaborate different mechanism needed in Digital governance
- Understand and learn which digital processes are needed to make the digital transformation happened within a company
- Understand and learn how the Cloud Computer, the Big Data, the Mobility and the Internet concepts are considered within the Digital governance frame
- Understand why these concepts are the main drivers for the digital transformation of different activities, functions and jobs in the company

**TEACHING METHODS:**

**COURSE: E-Supply Chain Management**

**CODE: 2122\_SI\_5\_3\_012\_E**

<b>PROGRAMME:</b> TEMA	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Elective Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

With the development of digital, there have more and more options for companies to deliver their customers: in-store, click and collect, drive, point relais, and so on. This digitization makes logistics, which was once seen as something ancillary, more and more crucial in distribution strategies. Logistics is thus increasingly a key factor in customer satisfaction. It is essential for multi- and cross-channel strategies to be implemented.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Know the information systems used to manage the distribution
- Compare the different logistics channels of distribution
- Categorize the logistics players in the distribution
- Combine the logistical and marketing constraints in distribution

**TEACHING METHODS:**

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**COURSE: Financial Analysis for Business Decision Making**

**CODE: 2122\_CC\_5\_3\_015\_E**

**PROGRAMME: MSc in Global Management**

**LEVEL: Graduate**

**TYPE:** Seminar course

**LANGUAGE:** English

**TERM:** Fall

**CAMPUS:** Reims

**TEACHING HOURS:** 30

**CREDITS:** 5

**PRESENTATION:**

As the business world is growing internationally, both companies and investors have to face daily issues such as:

- What about my return in this company as an international investor?
- What about the solvency of my British supplier?
- What about the profitability of my American competitor?
- What about the liquidity of my Chinese customer?
- How can I understand and compare the financial ratios published by listed companies?

This course aims to train students to analyse financial statements , develop their own opinion about the company's future, and answer to these questions independently from the culture and the presentation of the accounting statements

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Analyse financial statements and calculate financial ratios, whatever their format
- Construct a synthetic presentation of their analysis & personal rating
- Interpret the ratios published by companies using different accounting systems and different financial ratios
- Make previsions about the future financial situation of the companies they analyse

**TEACHING METHODS:**

Lectures supported by the analysis of concrete cases issued from the business world.

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**COURSE: Blockchain and Fintech**

**CODE: 2122\_FI\_4\_2\_002\_E**

<b>PROGRAMME: Global BBA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Semester course</b>	<b>LANGUAGE: English</b>
<b>TERM: Spring</b>	<b>CAMPUS: Rouen</b>

<b>TEACHING HOURS: 45</b>	<b>CREDITS: 6</b>
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**PRESENTATION:** Over the past decade, technological innovation has transformed the financial product and services at an accelerated pace, and following the introduction of blockchain, further disruption is on the way. The Financial Technology (“FinTech”) and blockchain start-ups are exponentially growing in many directions, including mobile payments, crypto-currencies, foreign exchange, P2P lending, saving and investing, financial advice (robo-advisers), and health and life insurance.

Our goal in this course is to understand the economic and technological forces driving this change and to learn how to use them in a proper way. The curriculum is focusing on some areas that are most active and most prone to innovation through start-ups. For each area, we will focus on the underlying economics, the technology, the public policy issues, the competition, and the potential for collaboration between start-ups and the incumbents.

This is an interactive course to deepen students’ understanding of the economics of FinTech and blockchains and also encourage students’ creative and entrepreneurial spirit. A key component of the course is a collaborative team student project: each team will analyze an existing early-stage venture. At the end of the semester, each team will present its project to the class.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understand the impact of recent technological advances on the fast-changing financial industry
- Understand the core of Blockchain technology and its potential applications
- Develop the technical, financial and strategic skills to analyze and create new solutions and processes in the Fintech industry

**TEACHING METHODS:**

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**COURSE: Brand Marketing**

**CODE: 2122\_MK\_4\_2\_002\_E**

<b>PROGRAMME: Global BBA/CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Semester course</b>	<b>LANGUAGE: English</b>
<b>TERM: Spring</b>	<b>CAMPUS: Rouen/Reims</b>

<b>TEACHING HOURS: 45</b>	<b>CREDITS: 6</b>
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**PRESENTATION:**

The course is designed for students who have already studied general marketing theory, preferably in an international context. It is intended for those students who are considering a career in brand or product management, particularly in an FMCG or general consumer goods context. It is also suitable for candidates seeking senior and general management positions in brand driven organisations for whom a knowledge and understanding of brand marketing theory may be considered an essential prerequisite.

Our primary objective will be to discover how brand marketing works and examine the actions and responsibilities of the marketing team in maximizing the potential of the precious brands under their control

We will also study why brands are considered by many professional commentators today to be the essence of marketing and the key driver of modern business and go on to demonstrate that brands are increasingly becoming recognized as the most valuable asset within the corporation, due to their influence on takeovers, mergers and acquisitions

**PREREQUISITE:**

**LEARNING OUTCOMES:**

undertake analysis and valuation of brand portfolios, plan strategic brand development and manage branded products and services for value and longevity

**TEACHING METHODS:**

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**COURSE: Corporate Finance**

**CODE: 2122\_FI\_3\_1\_001\_E**

<b>PROGRAMME: Programme Grande Ecole</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Semester course</b>	<b>LANGUAGE: English</b>
<b>TERM: Spring</b>	<b>CAMPUS: Rouen-Reims</b>

<b>TEACHING HOURS: 30</b>	<b>CREDITS: 5</b>
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**PRESENTATION:**

Creditors and investors, as well as managers, use financial statement analysis to judge the past performance and current position of a company, and also to judge its future potential and the risk associated with it.

- Creditors use the information gained from their analysis to make reliable loans that will be repaid with interest.
- Investors use the information to make investments that will provide a return that is worth the risk.

Past performance is a good indicator of future performance. Investors or creditors are interested in the trend of past sales, cost of goods sold, operating expenses, net income, cash flows and return on investment. These trends offer a means for judging management's past performance and are possible indicators of future performance.

Corporate Finance analyses investment and financing decisions are made by firms. These topics are useful to understand firms' policies and objectives and to understand how firms communicate according to their accounting situation.

The Financial Statement Analysis course is designed to prepare you to analyze, interpret and use financial statements effectively, both from a general manager and investor perspective.

The course will utilize a framework for financial statement analysis consisting of two key components:

- Basics of finance,
- Income statement
- Balance sheet
- Cash flow statement
- Ratio analysis.

**PREREQUISITE:**

Prerequisites in accounting ; possibly in international accounting

**LEARNING OUTCOMES:**

- Develop understanding of financial statements and the notes included in annual report.
- Understand the importance of cash generation.
- Learn to compute and interpret a full range of accounting and financial ratios; profitability, solvency.
- Examine the financing possibilities of a firm.

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**COURSE: Economics 1**

**CODE: 2122\_EC\_3\_1\_002\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Elective	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 15	<b>CREDITS:</b> 3
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<p><b>PRESENTATION:</b></p> <p>This course presents various cost calculation and analysis methods and how to use them in the decision-making process of organizations (management control).</p>
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<b>PREREQUISITE:</b>
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<p><b>LEARNING OUTCOMES:</b></p> <ul style="list-style-type: none"> <li>• Compute costs using to the following methods : direct costing, FBC &amp; ABC full costing, allocation of fixed costs on real activity</li> <li>• Choose the appropriate computation method understanding the advantages and limits of every available method</li> <li>• Use this cost approach in the decision-making process</li> <li>• Compute costs using to the following methods : direct costing, FBC &amp; ABC full costing, allocation of fixed costs on real activity</li> <li>• Choose the appropriate computation method understanding the advantages and limits of every available method</li> <li>• Use this cost approach in the decision-making process</li> </ul>
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**COURSE: Financial Derivatives and Risk Management**

**CODE: 2122\_FI\_4\_2\_011\_E**

**PROGRAMME: Global BBA**

**LEVEL: Undergraduate**

**TYPE: Semester Course**

**LANGUAGE: English**

**TERM: Spring**

**CAMPUS: Rouen**

**TEACHING HOURS: 30**

**CREDITS: 6**

**PRESENTATION:**

The course aims at providing strong knowledge in financial risk management techniques. We focus on interest rate and currency risks. Hedging is important to reduce the volatility of the firm's cash flows as well as the probability of financial distress. Hedging also has a positive and significant impact on the firm's value. We study the main hedging tools: swaps, forwards and futures, and options. We highlight the relative pros and cons of each instrument.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Know how to apply the strategies to protect the company against currency and interest rate risk.
- Understand the mechanics of vanilla derivatives
- Understand how to manage foreign exchange and interest rate risks.

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**COURSE: Integrated Marketing Communication & Digital**

**CODE: 2122\_MK\_3\_2\_007\_E**

**PROGRAMME:** Global BBA

**LEVEL:** Undergraduate

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Spring

**CAMPUS:** Rouen

**TEACHING HOURS:** 30

**CREDITS:** 6

**PRESENTATION:**

Integrated Marketing Communication & Digital en GBBA™: This course aims at mastering the various communication disciplines and tools, to develop an efficient Integrated Marketing Communication strategy for a brand/company in the digital age. It is designed to prepare students for marketing careers dealing with communication issues in companies or communication agencies. Integrating latest digital changes, it examines mainly advertising, media planning, direct marketing, promotion, sponsorship and PR.

Key words

- Integrated Marketing Communication
- Advertising
- Copy strategy
- Media planning
- Promotion
- Direct marketing
- Sponsorship and events
- PR

**PREREQUISITE:**

**LEARNING OUTCOMES:**

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**COURSE: Leadership and Organization Development**

**CODE: 2122\_PO\_4\_2\_004\_E**

**PROGRAMME: Global BBA**

**LEVEL: Undergraduate**

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Fall/Spring

**CAMPUS:** Rouen-Reims

**TEACHING HOURS:** 30

**CREDITS:** 6

**PRESENTATION:** The (global) business environment is placing increased demands on leadership that happens on different levels in the organization. While top level leadership needs to provide vision and guidance on a strategic level to ensuring organizational success, leadership on all levels need to communicate organizational goals, ethics, and visions and motivate employees to engage with those organizational goals, ethics, and visions. This involves the ability to learn and adapt to new contexts and new people, often managing relationships across personalities, cultures, functions, and distance. This course will therefore address the knowledge and competencies needed for leading within such diverse contexts. In line with the strategic vision of Neoma, the emphasis will be on developing students' own leadership skills.

More background: This course is designed to give students a set of learning experiences that will strengthen students' self-awareness and capacity for effective decision-making in organizations. Students taking this course will be open to reflecting on and developing their own leadership skills as a Personal Case Study. A Personal Case Study approach will help students maximize the relevance of course material making it a meaningful experience.

**PREREQUISITE:** Introduction to Management

**LEARNING OUTCOMES:**

Understand and know how to develop self- and other awareness in the context of leadership  
Understand and understand how to manage diversity from a leadership perspective  
Develop skills in people management across a global context

**TEACHING METHODS:**

To achieve these specific learning objectives, this course uses an experiential and action learning approach that focuses directly on students as a Personal Case Study by which learning takes place in the moment. In particular, the course uses a combination of lecture, case studies, film, experiential exercises, self-assessment techniques, peer feedback, and team projects to enhance students' learning and development as a leader. Each week prior to class, students will complete the e-session of class lasting one hour.

**IMPORTANT --** Each week we will have 1 face-to-face class (3 hours) and 1 e-session to be completed prior to our face-to-face session (1.5 hours). For the e-session, students will watch a short video and complete the instructed assessments. The e-session portion is intended to maximize learning outcomes by preparing students in advance of class and the collective learning experience.

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**COURSE: Project Management**

**CODE: 2122\_ST\_3\_2\_008\_E**

<b>PROGRAMME: Global BBA</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall	<b>CAMPUS:</b> Rouen/Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**

The objective of this course is to present students with the fundamentals of project management, as well as the skills and behaviors that can allow companies and employees not only to achieve successful outcomes, but to take a strategic view towards gaining competitive advantage through the management of complex projects.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understand the fundamental concepts of Project Management
- Identify the necessary skills required to successfully manage complex projects
- Evaluate the impact of leadership and team coordination on successful projects
- Understand how to navigate through the challenges and opportunities faced within the management of different projects
- Gain an overview of different issues that impact project management – cross-cultural and international settings

**TEACHING METHODS:**

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**COURSE: Purchasing, Procurement and Supply Chain Management**

**CODE: 2122\_SC\_4\_2\_006\_E**

<b>PROGRAMME:</b> Global BBA	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Rouen

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**  
The module will cover some aspects of purchasing operational activities, sourcing and contracts, but the focus will be on understanding supply chain management in a holistic frame and position sourcing agreements to enable students to maximise profits when working as supply chain manager

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Use and propose multiple procurement contracts and calculating their impact on total landed costs.
- Understand the consequences of sourcing strategies and their role within particular SC designs.
- Discuss and evaluate impact of supply chain complexity and product proliferation.

**TEACHING METHODS:**

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**COURSE: Strategic Marketing**

**CODE: 2122\_MK\_3\_2\_013\_E**

<b>PROGRAMME: Global BBA/CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Rouen/Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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<p><b>PRESENTATION:</b></p> <p>This course offers participants an analytic decision-oriented framework for the development and implementation of international marketing programs and describes concepts relevant to all international marketers, regardless of the extent of their international involvement.</p> <p>Emphasis is on the strategic implications of the competition in the markets of different countries. An environmental/cultural approach to international marketing permits a truly global orientation.</p> <p>The main objective is to stimulate the curiosity of the student, in order to understand how to achieve global competitiveness, through the design and implementation of market-responsive programs and awareness of all aspects of the emerging global economic order.</p>
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<b>PREREQUISITE:</b>
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<p><b>LEARNING OUTCOMES:</b></p> <ul style="list-style-type: none"> <li>decision to internationalise</li> <li>selection of markets to enter</li> <li>Choice of entry modes</li> <li>design, implementation and coordination of a global marketing program</li> </ul>
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<p><b>TEACHING METHODS:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
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**COURSE: The Digital Organisation**

**CODE: 2122\_SI\_3\_2\_005\_E**

**PROGRAMME:** Global BBA/CESEM

**LEVEL:** Undergraduate

**TYPE:** Core Course

**LANGUAGE:** EN

**TERM:** Spring

**CAMPUS:** Rouen-Reims

**TEACHING HOURS:** 30

**CREDITS:** 6

**PRESENTATION:**

This course will give an understanding of how IT really matters and how business processes can be redesigned through information technology; insights and skills with respect to the following subjects: relationship between business and IT strategy, electronic business and commerce, IT security issues, business process reengineering, enterprise systems, building new information systems, IT outsourcing and realising business value through IT; understand the relationship between IT and the business.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understand how information technology can redesign business processes.
- Understand the evolution towards more digital organizations.
- Explain the current trends in information technology (IT).

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**COURSE: Web Marketing**

**CODE: 2122\_MK\_4\_2\_010\_E**

<b>PROGRAMME:</b> Global BBA	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> Core Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Rouen

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**

The course examines digital marketing strategies and their implementation for brands.

It provides a detailed understanding of all digital channels and platforms.

Participants will complete the course with a comprehensive knowledge of how to develop an integrated digitalmarketing strategy, from formulation to execution.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

Understand why and how to use digital marketing within a larger marketing strategy

- understand the major digital marketing channels (Digital display, mobile, and social media)

- learn to develop and execute a comprehensive integrated digital marketing strategy

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**COURSE: Corporate Social Responsibility**

**CODE: 2122\_ST\_3\_2\_014\_E**

**PROGRAMME:** Global BBA

**LEVEL:** Undergraduate

**TYPE:** Semester Course

**LANGUAGE:** English

**TERM:** Spring

**CAMPUS:** Rouen/Reims

**TEACHING HOURS:** 30

**CREDITS:** 6

**PRESENTATION:**

Increasingly, society and the economy have to tackle the challenges of sustainable development (SD). In this context, firms, whatever their sectors of activity, size, and location, have to adapt their vision and practices in every area: research and development, supply chain management, marketing, business model, management, communication, and management control. All this makes a significant impact on their costs and strategy.

These changes lead to debate, negotiation, and compromise between the different stakeholders impacted by the firm's activity. The changes can also be seen in jurisprudence, customer expectations, and new norms and laws.

For a firm, corporate social responsibility (CSR) and SD are linked to risk management, innovation, and the development of new business models, some of which can lead to society-level changes. Facing these issues, the firm can react in various ways: defensively, as followers, or proactively.

These evolutions also have consequences for the individual. As new social and legal expectations emerge, every member of the firm can face personal dilemmas: what attitude should I adopt in the face of irresponsible or unethical practices?

The aim of this course is to prepare students for current and future changes in firms and their profession in connection with the need for companies to take more account of the impact of their activity on the physical, economic and social environment.

**PREREQUISITE:**

Fundamentals in Business

**LEARNING OUTCOMES:**

- Distinguish between Sustainable Development, Corporate Social Responsibility, and Ethics;
- Analyse a real business situation from the perspective of CSR/SD, make a diagnosis, and propose areas for action;
- Identify the stakeholders in a given situation, how they are involved and how this involvement evolves;
- Present and explain the principles of major CSR/SD tools and references for businesses and their different departments (procurement, production, marketing, management, etc.);
- Explain the new business models associated with CSR/SD ;
- Present the major current CSR/SD issues for each department in a company;
- Assess the CSR/SD strategy of a firm or sector and its implementation in an informed, critical manner.



**COURSE: Financial Analysis and Management**

**CODE: 2122\_CC\_3\_1\_014\_E**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE: seminar**

**LANGUAGE: English**

**TERM: Spring**

**CAMPUS: Reims**

**TEACHING HOURS: 30**

**CREDITS: 6**

**PRESENTATION:**

Managers as well as creditors and shareholders use the financial analysis techniques to assess the past and present financial situation. The stakeholders are then able to make decision and forecast the future financial situation. This explains how important the ability of interpreting and analysing the financial statements

**PREREQUISITE:**

- Pre-requisite in accounting (balance-sheet, income statement, Cash-flow statements, Notes)
- Mathematics: percentages equations with an unknown factor
- Excel

**LEARNING OUTCOMES:**

- Analyse the net income and identify its drivers
- Understand the factors that explain cash variation
- Analyse the strengths and weaknesses of a company from its financial indicators and ratios
- Understand the financial consequences of the managerial, investing and financing decisions

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**COURSE: Marketing Management**

**CODE: 2122\_MK\_3\_1\_010\_E**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE: Core Course**

**LANGUAGE: English**

**TERM: Spring**

**CAMPUS: Reims**

**TEACHING HOURS: 30**

**CREDITS: 6**

**PRESENTATION:**

This course aims to familiarize students with key concepts of fundamental marketing. Students will learn about the different steps within the Marketing process (analysis of a company and of its business environment, setting of objectives, development of a Marketing strategy, definition and implementation of an operational action plan to support this strategy, control of results and implementation of corrective actions).

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- understand and master the key concepts and vocabulary used in marketing
- know the different steps within the Marketing process
- make a SWOT analysis (external, internal and strategic SWOT analyses).
- develop a marketing strategy (segmentation, targeting, positioning).
- design a consistent marketing mix for a specific product/service category (Product, Price, Place and Promotion) and master factors influencing such decisions.

**TEACHING METHODS:**

The teaching methods aim not only to help students understand the key principles discussed in class, but also to teach them to think critically and objectively. The readings for each session will serve to illustrate and deepen students' knowledge, encouraging discussion and exchanges. Class activities will include: group work, case studies, class discussions and debates.

For this approach, student participation is essential for the learning process. The teacher can trigger students' their desire to learn, but each must be actively involved and contribute to the process.

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**COURSE: QM2 : Data Analytics**

**CODE: 2122\_MQ\_3\_1\_011\_E**

<b>PROGRAMME:</b> CESEM	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> seminar	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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<p><b>PRESENTATION:</b> The course introduces Data analytics in the context of a quantitative study. Students will be trained in the following methods.</p> <ul style="list-style-type: none"> <li>• Methodology of quantitative studies - Questionnaire design</li> <li>• Descriptive Data analysis (univariate and bivariate, linear regression)</li> <li>• Significance tests for an association (Chi-square test, Student's T test and Analysis of variance, test of a linear correlation coefficient)</li> <li>• Implementation on spreadsheet (Excel)</li> </ul>
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<p><b>PREREQUISITE:</b> MQ1: Math skills for Business. Please note that the laptop is still required</p>
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<p><b>LEARNING OUTCOMES:</b></p> <ul style="list-style-type: none"> <li>- Define research hypotheses and design a relevant questionnaire</li> <li>- Choose relevant methods for analysing data</li> <li>- Interpret and communicate results</li> </ul>
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**COURSE: OB and Intercultural Management**

**CODE: 2122\_PO\_3\_2\_015\_E**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE: seminar**

**LANGUAGE: English**

**TERM: Spring**

**CAMPUS: Reims**

**TEACHING HOURS: 45**

**CREDITS: 6**

**PRESENTATION:**

The main aim of this course is to examine how individuals interact within and outside groups in the context of organizations and to understand the intercultural aspects of such interactions. Students will learn essential management skills such as managing self, decision-making skills, reflexivity, interpersonal skills, communication skills, team-work, and intercultural management. Furthermore, students will examine how to analyze conflict and offer solutions. The course provides the practical background of management and leadership along with a conceptual perspectives drawing on various contributions from social and management sciences. The course draws both on the important conceptual basis, the case-study method, personality tests, classroom experiences and exercises, and group work. Students will thus be exposed to the concrete context that is extremely challenging.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- develop self-awareness of own management skills
- understand and analyze the team-building processes
- assimilate the fundamentals of decision process and be able to apply decision theories to management
- demonstrate skills for intercultural management
- comprehend and explain the importance of norms and role-taking in teams and organizations
- understand and explain the role of social conformity
- develop conflict-management skills, handle conflict and offer relevant solutions
- develop skills for relevant and convincing communication

**COURSE: Consumer Behavior & Market Research**

**CODE: 2122\_MK\_3\_2\_005\_E**

<b>PROGRAMME:</b> CESEM	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> seminar	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 45	<b>CREDITS:</b> 6
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**PRESENTATION:**  
 UNDERSTANDING WHY AND HOW CONSUMERS BEHAVE IS A KEY DETERMINANT OF A COMPANY'S SUCCESS AND AN IMPORTANT ASPECT OF MARKETING MANAGEMENT. BASED ON THIS OBSERVATION, IT IS ESSENTIAL FOR MARKETING MANAGERS TO BE FAMILIAR WITH THE CORE CONCEPTS OF CONSUMER BEHAVIOR: WHAT MOTIVATE CONSUMERS? WHAT DO CONSUMER VALUE? HOW PERSUADE CONSUMERS THAT OUR PRODUCT IS GOOD? WHAT EXTERNAL FACTORS INFLUENCE CONSUMER BEHAVIOR? ALL THESE QUESTION REQUIRE TO ACQUIRE A GOOD KNOWLEDGE OF CONSUMER PSYCHOLOGY. HOWEVER, THIS IS NOT SUFFICIENT AS UNDERSTANDING CONSUMER IS MADE POSSIBLE ONLY IF BEHAVIORAL AND ATTITUDINAL DATA ARE COLLECTED. A PRACTICAL UNDERSTANDING OF THE CONSUMER CAN HELP IN SELECTING AN APPROPRIATE RESEARCH METHODOLOGY AS WELL AS INTERPRETING DATA ORIGINATED FROM MARKETING SURVEYS. THE AIM OF THIS COURSE IS TWOFOLD: (1) FAMILIARIZE STUDENTS WITH CORE CONCEPTS INFLUENCING CONSUMER BEHAVIOR AND (2) MARKETING RESEARCH TOOLS. THIS COURSE PROVIDES AN OVERVIEW OF THE CORE CONCEPTS WHICH EXPLAIN THE WAY CONSUMERS BEHAVE FROM CULTURAL TO PSYCHOLOGICAL ASPECTS. THIS COURSE ALSO AIMS AT ACQUAINTING STUDENTS WITH THE SKILLS AND TECHNIQUES REQUIRED TO CONDUCT A RELIABLE MARKETING RESEARCH.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Understand how consumers make decision Identify the main factors influencing consumer behavior
- Define the research problematic and distinguish it from the marketing problem.
- Gain a global comprehension of the marketing research process
- Develop the necessary skills to conduct marketing research including selecting an appropriate method
- Determining the sample and developing the data collection tool
- Conduct an analysis based on panel data
- Collect data and prepare it before analysis
- Use simple techniques for the analysis of qualitative and quantitative data
- Write and present research report
- Formulate managerial recommendations based on marketing data.

**COURSE: Managerial Accounting**

**CODE: 2122\_CC\_3\_2\_007\_E**

**PROGRAMME:** CESEM

**LEVEL:** Undergraduate

**TYPE:** seminar

**LANGUAGE:** English

**TERM:** Spring

**CAMPUS:** Reims

**TEACHING HOURS:** 45

**CREDITS:** 6

**PRESENTATION:**

THIS COURSE AIMS TO GIVE THE STUDENT BASIC NOTIONS ABOUT COST ACCOUNTING AND BUDGETING.

IN THE FIRST PART OF THE COURSE, THE STUDENTS WILL DISCOVER HOW TO CALCULATE THE COST EFFECTIVENESS OF PRODUCTS OR MARKET SEGMENTS. THEY WILL ALSO LEARN HOW THESE CALCULATIONS CAN HELP MANAGEMENT DECISIONS.

THE SECOND PART OF THE COURSE, THE STUDENTS WILL LEARN HOW TO ELABORATE A BUDGET FOR EACH FUNCTION OF THE ORGANIZATION. THEY WILL ALSO LEARN HOW TO COMPUTE AND ANALYSE VARIANCES BETWEEN FORECASTS AND ACTUAL NUMBERS.

**PREREQUISITE:**

The basics of Financial accounting

**LEARNING OUTCOMES:**

- • Use the basic vocabulary of cost accounting.
- • Calculate product cost efficiency using basic techniques
- • Elaborate a simple chain of budgets for each function
- • Consolidate a budget
- • Compute and analyze different variances between forecasts and actual numbers.

**COURSE: Foundations of Investments**

**CODE: 2122\_FI\_3\_2\_004\_E**

<b>PROGRAMME:</b> CESEM	<b>LEVEL:</b> Undergraduate
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<b>TYPE:</b> core course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 45	<b>CREDITS:</b> 6
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**PRESENTATION:**  
This compulsory course is designed to familiarize students with the basic tools and concepts of finance, and enables them to pursue additional courses in investments, corporate finance, capital markets, and financial institutions. It considers some of the most important issues on how firms make optimal investment and financing decisions. The course starts with topics on time value of money, different investment decision criteria and fundamentals of capital budgeting. It then progresses into a discussion on stock and bond valuation, the risk and return trade-off and the cost of capital. The course is going, as well, to introduce the students with financial markets: functions, players and types of assets. The objective of this course is to provide an understanding of both the fundamental theory of finance and the application to the real world problems.

**PREREQUISITE:**  
Basic knowledge and skills in economics, statistics, algebra, and accounting are required.

**LEARNING OUTCOMES:**

- understand the time value of money
- apply different investment decision rules
- estimate a project's free cash flows
- understand the role of financial markets
- value stocks and bonds
- measure the risk and return
- estimate the cost of capital

**COURSE: Macro Economics**

**CODE: 2122\_EC\_3\_2\_001\_E**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE: seminar**

**LANGUAGE: English**

**TERM: Spring**

**CAMPUS: Reims**

**TEACHING HOURS: 45**

**CREDITS: 6**

**PRESENTATION:**

THE COURSE INTRODUCES STUDENTS TO THE MECHANISMS OF MACROECONOMIC FLUCTUATIONS AND HOW THE STATE CAN STIMULATE OR HINDER CONSUMPTION, INVESTMENT AND EMPLOYMENT THROUGH FISCAL AND / OR MONETARY POLICIES. THE COURSE EXPOSES STUDENTS TO SHORT AND MEDIUM TERM ANALYSES AND TO THE QUESTION OF WHETHER PUBLIC POLICIES ARE EFFECTIVE OR DESIRABLE IN EACH CONTEXT. THE COURSE BEGINS WITH THE FUNCTIONING OF A CLOSED ECONOMY, THEN APPROACHES THE FUNCTIONING OF THE LABOR MARKET AND ITS STRUCTURE THROUGH MONETARY AND PRICE ISSUES, TO FINISH WITH THE ANALYSIS OF AN INTERNATIONALLY OPEN ECONOMY. THE KEY IS TO SHOW STUDENTS THAT GOVERNMENT INTERVENTION HAS BOTH PLANNED AND UNINTENDED CONSEQUENCES FOR CORRECTING ECONOMIC FLUCTUATIONS.

**PREREQUISITE:**

Algebra

**LEARNING OUTCOMES:**

- ANALYZE THE POSITIVE AND NEGATIVE EFFECTS OF TAX AND MONETARY POLICIES
- UNDERSTANDING THE STRUCTURAL LIMITS POSED BY THE LABOR MARKET
- ASSESS THE ECONOMIC FLEXIBILITY OF A COUNTRY IN A GLOBALIZATION CONTEXT



**COURSE: International Management**

**CODE: 2122\_ST\_4\_2\_004\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Semester Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

This course aims to encourage debates likely to advance the understanding of numerous aspects of international management in general. We will look at different features of globalization, international strategy, global mobility, knowledge transfer and exerting control on different context such as multinationals and global sourcing. This course aims to promote critical awareness of the merits and complexities of international management.

The cases covered in the course represent a variety of industries and settings. Additional reading materials in the form of recommended readings that can be useful readings are optional and are intended to provide elaboration on some of the key topics covered in the sessions. Preparation in advance and active participation in class is the

best way to further develop both your learning skills and understanding. The cases for the all sessions will be given in-hand during the first session of the course.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Develop different management tools in an international environment
- Recommend appropriate approach to develop and implement activities across countries
- Discuss and understand the mechanisms and complexity of transferring knowledge, of exerting control and of implementing effective communication between geographical dispersed teams
- Identify and analyze complex issues and problems in expatriation and develop appropriate solutions regarding different context (multinationals and global sourcing)
- Identify benefits and challenges associated with expatriation
- Develop an understanding of cultural differences and its role in different context
- Produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience
- Participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team to achieve specified outcomes
- Instill a critical, analytical, flexible and creative mindset

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**COURSE: Strategic Marketing**

**CODE: 2122\_MK\_4\_2\_009\_E**

<b>PROGRAMME:</b> Programme Grande Ecole	<b>LEVEL:</b> Graduate
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<b>TYPE:</b> Semester Course	<b>LANGUAGE:</b> English
<b>TERM:</b> Fall/Spring	<b>CAMPUS:</b> Rouen-Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

Most of the frameworks, processes, and analyses developed by marketing researchers, consultants, and managers are focused on solving four fundamental marketing problems.

1. All customers differ
2. All customers change
3. All competitors react
4. All resources are limited

Using the relevant marketing frameworks, processes, and analyses to solve each of these four underlying marketing problems is termed the First Principles of Marketing Strategy and represents the focus of this course. Specifically, the first two lectures provide an overview of marketing strategy, introduce each of the First Principles of Marketing Strategy, and outline the basic research methods and analyses needed in marketing strategy. The next five lectures provides an in depth coverage of the First Principles of Marketing Strategy. Finally, the last session consists of students' team presentations.

This course builds on the topics explored in Marketing Management by focusing on specific marketing strategies (e.g., developing and launching innovative products, building customer loyalty) and critical marketing tools/processes (e.g., cluster and conjoint analysis, choice models) in greater detail and accentuating the integrative nature of the marketing function through the development of a marketing plan.

Some critical success factors for business leaders include framing the business issue or problem (frameworks), outlining the steps for solving problems (processes), collecting data and applying analysis tools to inform problems (data collection and analyses), and weighting and integrating information to make choices (decisions). Thus, the overall objective of the readings, lectures, in-class exercises, and assignments will focus on these critical success factors.

The first part uses lectures to present and discuss course topics. Reading the assigned material prior to class and active involvement during the lecture will increase the value you gain from the class, as well as make it more interesting for everyone. Similar to the expectations in your other classes, preparation is paramount to making the class discussion valuable.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

This course focuses on strategically analyzing and solving marketing problems from a decision makers' perspective. Specifically, the course has two key learning objectives:

1. Understanding and effectively using the fundamental frameworks, processes, and analysis tools of marketing strategy
2. Using the "first principles" of marketing strategy to solve business problems

**COURSE: Transportation and Logistics**

**CODE: 2122\_SC\_5\_3\_029\_E**

<b>PROGRAMME: MSc in Supply-Chain Management</b>	<b>LEVEL: Graduate</b>
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<b>TYPE:</b> Seminar course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Rouen

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 5
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**PRESENTATION:**

This course provides students with an overview of transport and logistics issues in a global economy. Historical background and spatial dimension are associated with concrete methods of network analysis and case studies of terminals, gateways, hubs, and corridors where issues of cost, accessibility, performance, and congestion are analyzed.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- assess the role of transport and logistics activities in local and global economic development
- distinguish key success factors in the elaboration of transport and logistics projects
- measure and compare the performance and vulnerability of transport and logistics nodes based on rigorous indicators

**TEACHING METHODS:**

The teaching method consists of a review of key evolutions, concepts, methods, and indicators in the field of transport and logistics.

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**COURSE: Data Analysis & Business Intelligence**

**CODE: 2122\_MQ\_3\_2\_002\_E**

<b>PROGRAMME: CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**

This course is intended for students who wish to better understand the impact of Information and Communication Technologies on the behavior of managers. In fact, ICTs have a profound influence on working methods, managerial relations, human resources management, internal and external communication, the ability of a company to be agile and to develop competitive advantages.

By data analysis, we mean here the analysis of quantitative data, a set of methods required for empirical studies and research as well as qualitative methods. This course allows you to start analyzing data from questionnaires or databases. It also provides keys to understanding publications of research work.

Information and business intelligence are at the heart of managerial decisions. However, many new issues arise for managers, such as the overabundance of information (big data), misinformation, cybercrime, lack of traceability of information ... Consolidating ones information system (IS) is therefore a major issue strategic

There are also many societal issues that digital technology raises or is causing. Attempt to answer philosophers, sociologists, psychologists, economists or anthropologists, whose reflections lead exciting debates unfortunately too far from the interests of the general public and managers, wrongly.

The objective of this course will be to raise these questions and to provoke discussions articulating at the same time the individual, interpersonal, organizational and societal levels, and mobilizing various disciplines. The aim of this course is also to adopt a critical posture in relation to the digital world by returning to the theories of communication and opening new perspectives of interpretation of its use and its role in society.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Build a questionnaire
- Manage a database
- Describe variables and test hypotheses
- Communicate the results
- Implement these phases with Qualtrics and SPSS
- Understand the multiple definitions of digital
- Identify the questions it raises and their consequences on society
- Identify the challenges that digital represents for the global economy, businesses and individuals
- Build an opinion based on multidisciplinary knowledge from the best specialists in the field;
- Know the uses of new digital tools such as social networks, serious games, CRM and SRM electronic tools, e-sourcing ...
- Describe the issues associated with MOOCs
- Align the three human, organizational and technological dimensions of IS
- Understand the relationship between information systems optimization and organizational

performance

- Analyze new ways and methods used by businesses to communicate, advertise, recruit, manage information and knowledge
- Have a more critical view of information and communication technologies
- Analyze the uses of ICT and distinguish the different positive and negative aspects of these uses
- Challenge their own use of ICTs and have a more complete vision of the potentialities and dangers of ICTs
- Develop their sensitivity to recent and future developments in ICTs
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**TEACHING METHODS:**

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**COURSE: Entrepreneurship**

**CODE: 2122\_EN\_3\_2\_002\_E**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE:** Semester course

**LANGUAGE:** French

**TERM:** Spring

**CAMPUS:** Reims

**TEACHING HOURS:** 30

**CREDITS:** 6

**PRESENTATION:**

This course is intended for anyone interested in identifying business opportunities, starting a business or working for an intrapreneurial company or startups. The course is designed as a broad overview of intra and entrepreneurship, including identifying a winning business opportunity, launching a business, and harvesting the rewards. During the course, students will present ideas to both peers and professors who provide feedback and insights into what it takes start a successful business

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Objectif 1: • Build a mindset focusing
- Objectif 2 . • Demonstrate understanding and application of the tools necessary to create viable businesses
- Objectif 3: • Pitch ideas convincingly

**TEACHING METHODS:**

The course believes in LEARNING BY DOING

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**COURSE: Innovation Management**

**CODE: 2122\_ST\_3\_2\_003\_E**

<b>PROGRAMME: CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE:</b> Semester course	<b>LANGUAGE:</b> English
<b>TERM:</b> Spring	<b>CAMPUS:</b> Reims

<b>TEACHING HOURS:</b> 30	<b>CREDITS:</b> 6
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**PRESENTATION:**

The primary objective of this Innovation Management (IM) course is to enable students to understand what innovation is, as well as its importance for the profitability, growth and survival of organizations. This course also gives an overview of the key principles of innovation management at different activity levels: project management, organizations and inter organizations. These principles will help students understand the factors that promote or prevent innovation. This course pays special attention to how to identify and solve problems by identifying new innovative solutions based on the fundamental principles of "Design Thinking". Thus, thanks to this Innovation Management (IM) course and the techniques and tools taught, students will be able to initiate, implement and manage innovation processes, transforming innovation activities into positive results for organizations.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- This course spans 10 sessions, guiding students through the key principles of innovation.

Understanding the definition of Creativity/ Invention/Innovation, Sources of Innovation

Understanding the types of innovation, Disruptive Innovation

Understanding Innovation Management in a VUCA world, Techno trends and related Innovations, Techno push & Market pull

Learning to use Design Thinking; Problem Formulation (Empathize with users), Creativity and Ideating, Prototyping MVP and Testing

Learning to develop an Innovation Strategy and manage your innovation portfolio

Understanding the Innovation Funnel & Stage-Gate Model

Understanding Open Innovation vs Closed innovation, Open innovation Mechanisms

Understanding Digital Platforms and Open Innovation

Understanding the Blue Ocean Strategy

Understanding Innovation in Emerging Markets and Frugal Innovation

Understanding Responsible Innovation

**TEACHING METHODS:**

Face to Face Lectures, Virtual Lectures, Management Simulation

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**COURSE: Leadership and Organization Development**

**CODE: 2122\_PO\_3\_2\_006\_E**

<b>PROGRAMME: CESEM</b>	<b>LEVEL: Undergraduate</b>
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<b>TYPE: Semester course</b>	<b>LANGUAGE: English</b>
<b>TERM: Spring</b>	<b>CAMPUS: Reims</b>

<b>TEACHING HOURS: 30</b>	<b>CREDITS: 6</b>
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<p><b>PRESENTATION:</b></p> <p>Competences: leadership, self-management, project collaboration, inclusion</p> <p>The (global) business environment is placing increased demands on leadership that happens on different levels in the organization. While top level leadership needs to provide vision and guidance on a strategic level to ensuring organizational success, leadership on all levels need to communicate organizational goals, ethics, and visions and motivate employees to engage with those organizational goals, ethics, and visions. This involves the ability to learn and adapt to new contexts and new people, often managing relationships across personalities, cultures, functions, and distance. This course will therefore address the knowledge and competencies needed for leading within such diverse contexts. In line with the strategic vision of Neoma, the emphasis will be on developing students' own leadership skills.</p> <p>The course will emphasize interactive learning involving discussions, team exercises, simulations, case studies, and presentations. In addition to developing knowledge and skills in leadership suited for a global context, students will be asked to prepare a group project (presentation) and individual report that will also serve as the final exam.</p>
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<b>PREREQUISITE:</b>
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<p><b>LEARNING OUTCOMES:</b></p> <ul style="list-style-type: none"> <li>To understand and know how to develop self- and other awareness in the context of leadership</li> <li>To understand and understand how to manage diversity from a leadership perspective</li> <li>To develop skills in people management across a global context</li> </ul>
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<b>TEACHING METHODS:</b>
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**COURSE: Negotiation**

**CODE: 2122\_PO\_3\_2\_014\_E**

**PROGRAMME: CESEM**

**LEVEL: Undergraduate**

**TYPE:** Semester course

**LANGUAGE:** English

**TERM:** Spring

**CAMPUS:** Reims

**TEACHING HOURS:** 30

**CREDITS:** 6

**PRESENTATION:**

Sometimes reduced to the techniques required to sell a 24-volume encyclopedia to a recalcitrant octogenarian or to the art of obtaining a pay rise, learning how to negotiate is not simply a question of how to make the biggest possible profit. Negotiation is part of every dimension of life, every sphere of our existence: work, family, friends... as soon as there are material goods to be shared, different interests to reconcile or wishes to bring together... The aim of this course is to teach students the fundamentals of negotiating, based on both practice and psychosocial theories. Students will familiarise themselves with negotiation practices through role-play exercises and case studies.

**PREREQUISITE:**

**LEARNING OUTCOMES:**

- Objectif\_1: understand and thwart common biases in negotiation
- Objectif\_2: prepare a negotiation taking into account all the forces present
- Objectif\_3: create value in negotiation
- Objectif\_4: understand how to react to hardball tactics
- Objectif\_5: understand how to deal with a mandate
- Objectif\_6: lead a successful multiparty negotiation
- Objectif\_7: understand the notion of balance of power in negotiation
- Objectif\_8: understand the role of emotions in negotiating while managing his/her own emotions
- Objectif\_9: understand the basics of mediation
- Objectif\_10: understand the art of diplomacy and geopolitics

**TEACHING METHODS:**

THIS COURSE IS MAINLY BASED ON EXPERIENTIAL LEARNING. STUDENTS WILL EXPERIENCE DIFFERENT NEGOTIATION SITUATIONS IN THE FORM OF ROLE PLAYS. THEIR EXPERIENCE WILL BE DISCUSSED DURING THE DEBRIEFING THEN THE THEORETICAL CONCEPTS WILL BE TRANSMITTED TO THEM. IN GENERAL, A 3 HOUR SESSION CORRESPONDS TO A TOPIC.

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<b>PGE – 2021/2022 Academic Year</b>
<b>SPECIALIZATION « Supply Chain Management »</b>
<p>Responsable de spécialisation/<i>Program leader</i></p> <p>Alejandro Lamas</p> <p>NEOMA Business School, Rouen campus</p>
<p><i>Main teaching language</i> <input checked="" type="checkbox"/> Anglais / <i>English</i></p>
<p><i>Présentation du programme / Presentation</i></p> <p>Thanks to its inter-disciplinary teaching approach, the programme not only focuses on the core disciplines of supply chain management and correlated subjects such as strategic purchasing and information systems for supply chain, but it also puts the emphasis on soft skills in order to fine tune students' professional profile and training.</p> <p><i>Objectifs d'apprentissage/Learning objectives</i></p> <ul style="list-style-type: none"> <li>- Gain a solid education aligned with the main challenges in Supply Chain</li> <li>- Develop strategic and project management skills in a varied multi-cultural environment through an innovative and intensive structure programme to become an expert in Supply Chain Management</li> <li>- Discover Supply Chain Management mechanisms during a 5-day intensive seminar (SNCF simulator, Le Havre Port visit, Rungis market visit, SAP training etc.)</li> <li>- Prepare for PMI (Project Management Institute) and Six Sigma qualifications through extensive use of information technology tools including SAP, Visual Basic training for SCM applications and professional courses</li> <li>- Seize the opportunity to apply for membership of the Association for Operations Management (APICS) and of the Chartered Institute of Purchasing and Supply Management (CIPS)</li> </ul>
<b>Métiers préparés //Job opportunities</b>
<p>The programme trains future specialist managers in international supply chain management and procurement.</p>

<b>PGE – 2021/2022 Academic Year</b>	
<b>SPECIALIZATION “HR CONSULTING”</b>	
<b>Responsable de spécialisation/Program leader</b>	
<b>Vijay PEREIRA</b>	
Neoma Business School, Reims Campus	
<b>Main teaching language</b>	<input checked="" type="checkbox"/> Anglais / English
<b>Présentation du programme / Presentation</b>	
<p>This programme taught in English prepares future managers to develop cross functional approaches to human and social problems linked to organisational development, in a context of almost permanent change.</p>	
<b>Objectifs d'apprentissage/Learning objectives</b>	
<ul style="list-style-type: none"> <li>- Being able to analyse working situations and identify current and future challenges linked to the organisation of work</li> <li>- Identifying main trends in Human Resources Management (HRM: structure, architecture, tools, methods, position, ...) and explain their implications</li> <li>- Designing HR strategies and policies, in particular in a context of change</li> <li>- Outlining the different ways in which HRM can contribute to change</li> <li>- Understanding critically the links between HRM and performance</li> </ul>	
<b>Métiers préparés /Job opportunities</b>	
<ul style="list-style-type: none"> <li>- HR auditing / Social auditing</li> <li>- Change support consulting</li> <li>- Recruitment consulting,</li> <li>- Recruitment manager</li> <li>- Human resources strategy &amp; policy consulting</li> <li>- Management consulting</li> <li>- HRIS consulting</li> <li>- CSR auditing, CSR manager</li> <li>- Human resources manager</li> <li>- Training manager, HR studies officer</li> <li>- Career manager</li> <li>- Social controlling manager</li> <li>- Competences and Talent manager</li> </ul>	

**PGE – 2021/2022 Academic Year**

**SPECIALIZATION “FINANCIAL MARKETS & TECHNOLOGIES”**

In partnership with GARP

**Responsable de spécialisation/Program leader**

**Wenbin CAO**

Neoma Business School, Rouen Campus

**Main teaching language**

Anglais / English

**Présentation du programme / Presentation**

This programme prepares students for a challenging and rewarding career in financial markets, to learn the art of managing risks thanks to technological tools and master the science of measuring risks. It provides a first knowledge on technological tools which are revolutionising the financial industry, including Artificial Intelligence, Robo-Advisers and Big-Data.

The courses prepare for the recognised FRM® (Financial Risk Manager) professional certification in finance awarded by the Global Association of Risk Professionals (GARP).

**Objectifs d'apprentissage/Learning objectives**

- Earn a degree in Financial Markets and Technologies most sought-after by risk management banking and financial institutions
- Acquire a winning combination of innovative technical & managerial skills blending Psychology and Technology
- Learn how to structure, price and hedge the risk of financial instruments Immerse in real case studies (capstone seminar, financial simulation, MSc Project)
- Prepare for the Financial Risk Manager® professional certification (FRM) and benefit from the partnership with the Global Association for Risk Professional (GARP), the largest professional association in Finance

**Métiers préparés /Job opportunities**

- Financial Investment Manager
- Investment Portfolio Manager
- Risk Manager, Risk Analyst,
- Financial Advisor
- Compliance Manager
- Quantitative Analyst
- Financial Investment Manager
- Investment Portfolio Manager

**PGE – 2021/2022 Academic Year**

**SPECIALIZATION “GLOBAL MANAGEMENT”**

**Responsable de spécialisation/Program leader**

**Marina Bastounis**

Neoma Business School, Reims Campus

**Main teaching language**

Anglais / English

**Présentation du programme / Presentation**

This programme is an advanced curriculum focused on sharpening managerial skills in an era of global disruption and transformation: digitalisation has changed the rules of world finance; business is challenged by urgent questions of sustainability, responsibility and principled governance.

**Objectifs d'apprentissage/Learning objectives**

- Build an insight into today's global business issues
- Gain a 360° knowledge in international business with a focus on: Leadership, Ethics and Sustainable Development
- Consolidate your educational background: advanced management courses to build a solid and competitive professional profile by broadening your skills in strategy, finance, marketing and logistics
- Grow your intercultural skills: an international team of professors and students, an open-door policy facilitating student advisory

**Métiers préparés /Job opportunities**

- Account Manager
- Accounting and Finance Manager
- Human Resources Manager
- Sales Manager
- International Development Manager

**PGE – 2021/2022 Academic Year**

**SPECIALIZATION International Marketing & Brand Management**

**Responsable de spécialisation/Program leader**

Isabelle ULRICH

Reims & Rouen Campus

**Main teaching language**

Anglais / English

**Présentation du programme / Presentation**

The programme focuses on the efforts to create, communicate and deliver value with brands, products and services attractive for consumers. It also puts the emphasis on the ways to manage beneficial customer relationships for the organisation, in order to develop the business.

**Objectifs d'apprentissage/Learning objectives**

- Develop skills to master brand management in an international context
- Learn latest marketing expertise, based on practitioners' and scholars' engagement
- Master the digital communication skills essential to develop in a branding career
- Gain operational knowledge in key aspects of the mix: product innovation, marketing communication, sales and retail, service approach
- Learn and practice with real-life brand case-studies

**Métiers préparés /Job opportunities**

- Brand manager, Product Manager.
- Digital project manager
- Advertising manager, Online sales manager
- Trade marketer, Merchandising manager
- Customer relationship manager
- Market analyst, Strategy planner
- Marketing manager in the tourism and hotel sector

**PGE – 2021/2022 Academic Year**

**SPECIALIZATION Corporate Finance**

**Responsable de spécialisation/Program leader**

Jung-Hyun AHN

Rouen & Reims Campus

**Main teaching language**

Anglais / English

**Présentation du programme / Presentation**

The MSc in Corporate Finance aims at providing students a solid and a double competence in two complementary fields of finance: corporate finance and financial engineering.

**Objectifs d'apprentissage/Learning objectives**

- Master the techniques of corporate finance operations as sought by professionals in corporate finance and banking
- Gain an in-depth grounding with core courses in corporate finance, assess the level of a company's risk and implement hedging strategies
- Leverage financial data for strategic decision-making and understand interactions between corporate finance and financial markets
- Benefit from regular practitioner-led teaching
- Take advantage of networking opportunities

**Métiers préparés /Job opportunities**

- Bankers advising on mergers and acquisitions transactions
- Analysts mergers and acquisitions
- Business Officers and directors of investment in private equity
- CFOs (especially large listed companies)
- Financial Auditors
- Analysts' Equity sell side and buy side in financial institutions
- Credit analysts Financing/ Leasing managers
- Cash managers
- Officers of specialized business finance large businesses

<i>PGE – 2021/2022 Academic Year</i>	
<b>SPECIALIZATION Marketing French Excellence</b>	
<b>Responsable de spécialisation/Program leader</b>	
Ewan ORMISTON Rouen Campus	
<b>Main teaching language</b>	<input checked="" type="checkbox"/> Anglais / English
<b>Présentation du programme / Presentation</b>	
France occupies a unique position, excelling in cultural diversity, scientific endeavour, hospitality, and business acumen. The programme uses examples from global industries in which France excels to teach advanced marketing theory and techniques.	
<b>Objectifs d'apprentissage/Learning objectives</b>	
<ul style="list-style-type: none"> <li>- Focusing on French Centres of Excellence, as benchmarks for the development of wide-ranging knowledge and understanding of France's outstanding position in international marketing</li> <li>- Analysing the marketing strategy and tactics of different French industries, to develop distinctive applicable techniques</li> <li>- Developing the managerial and operational skills required to excel in the world of international marketing</li> <li>- Gaining a unique insight in the world of fashion in collaboration with ESMOD Fashion Business</li> <li>- Studying recent developments in French academic research and practical problem-solving, to develop the ability to adapt and innovate in real time</li> </ul>	
<b>Métiers préparés /Job opportunities</b>	
<ul style="list-style-type: none"> <li>• Marketing Manager</li> <li>• Category Manager</li> <li>• Brand Manager</li> <li>• Event Manager</li> <li>• Marketing Operations Manager</li> </ul>	



**PGE – 2021/2022 Academic Year**

**SPECIALIZATION Accounting Auditing & Advisory**

**Responsable de spécialisation/Program leader**

Charles Daussy

Reims Campus

**Main teaching language**

Anglais / English

**Présentation du programme / Presentation**

Beyond advanced skills in accounting and financial management such as financial planning, analysis, control, and decision support, the purpose of the programme is to prepare management accountants and controllers for the future key challenges of the organisations

**Objectifs d'apprentissage/Learning objectives**

- Build solid knowledge in Management Accounting associated to Financial Accounting and Corporate Finance through theory, practical cases and a consistent approach to managing the value creation process
- Prepare for the CMA exam, the ultimate certification that will enhance your value on the market (certification of the program is in progress)
- Learn to develop strategic thinking and how to support strategic management
- Get ready to anticipate expectations of a changing and challenging environment
- Find out what are the next demanding key challenges addressed in the profession, such as digital transformation and ethics

**Métiers préparés /Job opportunities**

- Management accountant / controller
- Business analyst
- Cost accountant / controller
- Internal auditor, Manager in audit firms
- Advisory manager in audit firms
- Consultant in consulting firms

**PGE – 2021/2022 Academic Year**

**SPECIALIZATION International Sales Management**

**Responsable de spécialisation/Program leader**

Branko BOZIC

Rouen Campus

**Main teaching language**

Anglais / English

**Présentation du programme / Presentation**

The general aim of this MSc program is to build a strong pipeline of sales force – salespeople with an ability to identify and address sales opportunities and challenges using evidence-based approach, and to shape the future of sales.

**Objectifs d'apprentissage/Learning objectives**

- Learn contemporary sales processes and methodologies from academics and practitioners.
- Become effective sales professional.
- Learn how to establish and maintain strong relationships with profitable customers.
- Understand sales in an international context
- Turn theory into practice with real-life case studies, simulations, and role-plays

**Métiers préparés /Job opportunities**

- Sales Executive in large and medium-sized Multinational Firms
- International Business Developer
- Key Account Manager
- Sales Manager/Director