

## International Masters Program (IMP) – 2012 Spring Session

**Spring session:** from Mid January to end of May 2012

### Program Objectives:

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

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

### CORE COURSES Spring Session 2012

		Nb Hours	ECTS credits
Course 1	<u>Humanities Seminar:</u> (please select 1 subject among the 5 offered below) - An Arch of Challenges: from Iraq to Afghanistan - The Future of Higher Education - A History of China - A History of India - Languages and Cultures	15	3
Course 2	International Marketing	30	6
Course 3	International Business Strategies	30	6
Course 4	Customer Services & Supply Chain Management	30	6
Course 5	Innovation Management	30	6
Course 6	Corporate Finance	30	6
Course 7	Management of Information Systems & Project Management	30	6
Course 8	Global Market Economies	30	6
		225	45

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

## Short courses description

### Humanities Seminar (15h, 3 ECTS credits) – select one subject among the 5 offered below:

1. An Arch of Challenges - from Iraq to Afghanistan: Many looked with dismay and horror at the regimes of Saddam Hussein in Iraq and the Taliban in Afghanistan. Some viewed the arrival of Western armies as the way to wrestle these countries from their dictatorships, but internationally, opinion on this intervention has been deeply divisive. While doubts persist as to whether the wars to liberate the populations are being won, the citizens of those countries have to get on with their lives. Investment is difficult and not for the feint-hearted. An arc between Iraq and Afghanistan passes through Iran (known as Persia until 1935), a country surrounded by the most tumultuous regions on the planet, and itself not without internal conflict. Religion divides and unites Arab and Persian cultures and beliefs. The three countries possess enormous resource wealth: Iraq has attracted the oil companies; slowly the mining houses are recognising the mineral potential in Afghanistan; Iran has great oil wealth, and is a potential nuclear power. This course provides a history of Iraq, Iran and Afghanistan, as an essential step in understanding whence they have come and whither they are going. It looks at the daily life of enterprises endeavouring to conduct business under trying conditions. As western firms hesitate to operate in those countries, companies from elsewhere are already picking the prime businesses.
2. The Future of Higher Education: The world needs the University (or the *Grandes Ecoles*) more than ever before but for new reasons. This role needs to be clarified, and as current students and then future Managers interacting within and with your national HE system, you should have a better understanding of where you lie within that system whether it be from the perspective of ‘student experience’ or as ‘future company stakeholder’. We are living in a world of super-complexity (Barnett, 2000), but what does that mean for the future of our education system and in particular the Higher Education system you are now in as *Grande Ecole* Business School students?
3. A History of China: Decoding China : A world superlative, China is home to the biggest population, the most spoken language, the longest wall, the oldest surviving civilisation, and probably the largest world economy by 2020. An understanding of China, its peoples, its culture, its past, present and future, is fundamental for anybody hoping to work in an international context in the 21st century. We will decode China with five essential colours that have shaped this world superpower: Yellow, Red, White, Green and Blue; and finally we will discover China’s rich and varied ethnic mix.
4. A History of India: The objective of this course is to provide insight into the course of one of the world's foremost and important civilization: India. With around 1.2 billion people, more than 30,000 gods and a history of 5,000 years, few countries can propose such a dense and rich history. This course will be presented in the form of an introduction and will concentrate on general principles and trends rather than details. The course will, moreover, have an interdisciplinary character: literature and art are essential elements of the great Indian civilisation. The class will also blur traditional lines between lecture and seminar formats in that you will be periodically assigned short readings that will serve as the basis of in-classroom discussions.
5. Languages and Cultures: Language and communication... Two things that we take for granted and don’t often bother to stop and think about, as they are so intertwined in our everyday life from an early age. However, if we ponder it however briefly, they are much more complex than we may first assume. What are the keys to successful communication across cultural boundaries, may it be professional or personal communication? What are the hurdles which may impair it? After a necessary theoretical introduction through some of the most debated philosophical and scientific topics, we move on to practical examples of how by learning to analyze and understand our own language and communication skills and what underlies them, we can put our new knowledge to use in order to achieve intercultural communication... at least to some extent.

**International Marketing (30h, 5 ECTS credits):** The principal aim of this course is to help participants to develop a critical appreciation of the opportunities and challenges associated with the increasingly globalized markets. Participants will reflect on the theory and application of international marketing while gaining insights from companies that have adjusted their marketing strategies to the international macro-environment. International marketing concepts will include environmental analysis, globalization, international marketing orientation, international market entry strategies and the international marketing mix. Beyond the classical adaptation/standardization framework of international marketing strategies, transnational approaches of markets as cultural entities will be discussed during this course and a focus will be done on how to succeed in emerging countries and booming market such as India.

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

**Customer services & Supply Chain Management (30h, 5 ECTS credits):** This course provides a survey of the concepts and issues involved in managing an organization's supply chain and customer relationships that are directly related to producing and delivering its products or services. Managing resources, supply chain dynamics and customer service are key points of focus of this course. Among the issues discussed are the strategic role of a supply chain, key strategic drivers of supply chain performance, and common problem-solving approaches that help supply chain and logistics professionals to make better decisions. Topics include supply chain design, planning, and operation, facilities, inventory, transportation, information management, and coordination in the supply chain. The course addresses appropriate levels of outsourcing, managing procurement, suppliers, and customer relationships, as essential steps in effective and efficient matching of supply to demand. By exploring services as a key component of operations and supply chain management, the emphasis on customer service goes beyond delivering the right goods, in sufficient quantities, in the right place, and at the right time.

**Innovation Management (30h, 5 ECTS credits):** This course deals with the management of innovation in theory and practice. It addresses the challenges of managing innovation and of translating technological, market-related, economic, institutional or organizational opportunities into products (goods and services) and processes that lead to competitive advantage. A crucial determinant is an understanding of the nature of innovation and its dynamic (and very often) emergent character. Hence the course aims to provide students with an in-depth understanding of the main issues in innovation management, an awareness of the key features of success, and an appreciation of the relevant skills needed to manage innovation at both strategic and operational levels, drawing on cases and experiences of leading international firms.

**Corporate Finance (30h, 5 ECTS credits):** This course covers issues related to both international financial markets and the financial operations of a firm within the international environment. The main objectives consist of giving the participants a general idea of international financial markets, to make them understand which currencies are dominating the international business, to teach them how to manage international treasury, debt and investment in a company, to make them aware of foreign exchange risk management tools and the impact of economics on exchange rates and interest rates.

While the course discusses theoretical basis on the various issues, it relies on both empirical evidence and discussion of firms' real world activities. The course style is mostly lectures with some class discussions. It evaluates participants through several case studies and a course exam.

**Management of Information Systems & Project Management (30h, 5 ECTS credits):** The aim of this course is to familiarize participants with the basic concepts involved in strategic management of information system and project management. On the one hand, the course will focus on the knowledge required by the manager to exploit information as a resource rather as a technical issue. It will comprise of theory, practical exercises and demonstrations of the IS impact on the firm's competitiveness. On the other hand, the course will introduce several project management models including risk management. The practical work will be theory application on a project for each team of students. During the course, there will be introduced incremental risks and changes to the project's environment so that the project team will need to deal in a "real-world" simulation.

**Global Market Economies (30h, 5 ECTS credits):** An Economic and Social History of the Development of the Capitalistic Trading Economies

The conceptual framework of this course is designed to examine and analyze the economic and social history and ideas that led to the development of the capitalistic global market economies from the Age of Exploration starting in the 1400s to the present day. The course evaluates the major economists who throughout the time period of this course influenced the development and evolution of the global market economies. The course discusses the rise of the capitalist system of finance, the growth of corporations and the developments in production, distribution and consumption. The growth and expansion of the global trading system is evaluated by covering national case studies. The case studies include Portugal, Spain, Holland, France, Great Britain, the United States, Germany, Russia, Japan, China and India. The course seeks to evaluate how the global economies evolved from the rise of European colonialism and imperialism to today's economic relationships. The concept of globalization is analyzed from both economic and social different viewpoints.

#### Other Activities

- Company visits,
- Guest Speakers (from Local, National and International company Leaders),
- Cultural Tours

#### Assessment and Evaluation Method

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

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

#### Intended Learning Objectives

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

## Learning and Teaching Methods

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

✓ Learning through Concepts and Tools' Acquisition

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

✓ Learning through Case Study

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

✓ Learning through Practice and Research

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

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

- Transformational Leader,
- Adaptive Leader,
- Inspirational Leader

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

## Pre requisites

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

- Macro and micro environment analysis,
- Strategic management,
- Corporate, business, and functional strategies of the firm,
- Resource-based view approach,
- Industry-organizational approach,
- Strategic Marketing,
- Finances and Human Resources Management.