



International Master Program (IMP)

Program Description

IMP – Semester 1: from Mid-January to end of May (page 2 to 18)

IMP – Semester 2: from Mid-September to Mid-December (page 19 to 32)

International Students from our Partner Universities are welcomed for one semester or one full academic year (both semesters)

INTERNATIONAL MASTER PROGRAM

SEMESTER 1

Mid-January to end of May

PROGRAM'S OVERVIEW

The world economy and society is moving ever faster toward a highly interrelated, interdependent state, in which no country will be immune from the forces of globalization.

Increased interdependency, however, does not mean market uniformity or universality of management practices. Cultural, political, and to some extent, economic diversity differentiate countries and creates unique market and social realities.

Managing a business, whether domestic or international, in such milieu requires an understanding of this diversity. At ESCPAU, diversity is an inspirational source that leads us to build genuine management programs that enable managers and students to cope with diversity in culture and business practice. We offer an international curriculum program that deals with the fundamental concepts of educating and training the managers of the 21st century whom are able:

- To be the leader and architect of motivational change,
- To lead and manage from a transnational perspective,
- To build global network and mindset,
- To consider innovation and knowledge as source of value and wealth creation,
- To design borderless organization with a local responsiveness,
- To create and implement the future.

PROGRAM SYLLABUS

- 1) International Branding Strategies,
- 2) International Marketing Strategies,
- 3) Managerial Approach of Supply Chains Aspects,
- 4) Management of Information Systems and Project Management,
- 5) International Finance,
- 6) Innovation Management,
- 7) European Economy and Politics.

Each course is awarded of 5 ECTS and requires 30 hours face-to-face and 90 hours of students' personal work, except for "European Economy and Politics" course that is awarded of 2 ECTS and requires 18 hours face-to-face and 40 hours of personal work.

Elective

8) Survival French (only for beginners).

Guest speaker's conference, field and cultural visits help students to discover the culture and way of life of French society.

INTENDED LEARNING OUTCOMES

The International Management Semester is a Master level program. It 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. It focuses on five essential tasks that any manager deal when trying to understand what companies needs to do to build and maintain their global competitive position:

- 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.

LEARNING AND TEACHING METHOD

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

1- Learning through Concepts and Tools' Acquisition: Delivered through a combination of classroom and hands-on exercises, independent studies, and challenging questions.

2- 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.

ASSESSMENT AND EVALUATION METHOD

Through lectures, case studies, hands-on exercises, and interactive group discussion students develop their leadership skills. Students will be graded out of 20:

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

PREREQUISITES

Students have already completed a business Policy and Strategy course. Therefore, they are able to deal with concepts such as:

- Macro-Micro Environment Analysis,
- Operations Management,
- Organizational Development,
- Operations Marketing and Sales Management,
- Finances and Human Resources Management.

International Branding Strategies

Course Overview

One of the most invaluable intangible assets that a firm has is its brand(s). Brand also plays a critical role in successful marketing strategies. This course introduces participants to the concepts of brand, brand equity, and strategic brand management. Students will learn to identify and establish brand positioning and values; design branding strategies; grow and sustain brand equity.

The program also details the role brand management plays in the strategic marketing process, the steps of the consumer adoption process and the different types of branding strategies.

Lecture's Summary

- Definitions and advantages of branding and brand equity,
- Brand alliances and co-branding strategies
- Building brand equity versus brand structure,
- A new trend: the Cause-Related Marketing,
- Impact of a CRM Program on the brand structure,
- Designing global market offerings.

Course Objectives

- Know what a is brand and how branding works,
- Know what is brand equity and its key components,
- Know how brand equity is built, measured and managed,
- Know the important decisions in developing a branding strategy.

Learning and Teaching Method

- Teaching and Discussing Concepts,
- Individual interactivity,
- Teamwork's written paper and oral presentation of case studies and reading materials (Word processor and PowerPoint Slides must be used).

International Marketing Strategies

Course Overview

Marketing products and services around the world, transcending national and political boundaries, is a fascinating phenomenon. International Marketing course will introduce you to the complex and constantly evolving realities of international marketing.

Knowledge of international markets and how to exploit them is essential in business. International markets are inherently riskier and more complex than domestic markets but they provide great opportunities for corporations and interest on a personal level. The principal aim of this course is to help students to develop a critical appreciation of the opportunities and challenges associated with the increasingly globalized markets. Students 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. The readings and cases are designed to help students to understand the complexities of the macro-environment and how companies have developed their marketing strategies to exploit it.

International marketing concepts will include environmental analysis, globalization, international marketing orientation, international market entry strategies and the international marketing mix.

Course Objectives

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

- Appreciate the complexity of the international macro environment, including the role of governments and international institutions,
- Assess various international markets through comparative analysis, using recognized tools and techniques, and recognize how this analysis informs marketing strategy,
- Understand the impact of culture on marketing decisions,
- Distinguish between companies' international marketing orientation and the impact of orientation on the international marketing mix,
- Be able to use a range of strategic marketing tools and techniques to develop an international marketing strategy,
- Recognize the skills, knowledge and systems required to implement successful international marketing strategies.

Syllabus

- Definition, Meaning, and Scope of International Marketing Management,
- Global Customers & International Market Opportunity Analysis,
- International Marketing Environment,
- Developing a Global Mindset,
- Global Marketing Strategies,

- International product decisions,
- Pricing for International Markets,
- Global Communications & Advertising Strategies,
- International Product and Service Strategy,
- Managing Global Distribution Channels,
- Latest trends and issues in International marketing,
- Leading, Organizing and Monitoring the Global Marketing Efforts.

Managerial Approach of Supply Chains Aspects

Course Overview

This course is very relevant to any manager, whether in a service organization or in a manufacturing company. This course provides a survey of concepts and issues involved in managing an organization's supply chain that are directly related to producing and delivering its products or services. Managing resources and supply chain dynamics are key 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 make better decisions. Topics include supply chain design, planning, and operation, facilities, inventory, transportation, information management, and coordination in the supply chain.

Course Objectives

- Appreciate the variety of issues involved in supply chain management,
- The strategic importance of good SCM and how to use it as a competitive advantage,
- How the drivers may be used at a practical level to improve SC performance,
- An understanding of the analytical methodologies in the managerial context,
- Tying everything together to better coordinate the SC dynamics.

Syllabus

- Understanding the Supply Chain,
- Supply Chain Performance Strategic,
- Supply Chain Drivers and Metrics,
- Designing Distribution Networks,
- Managing Economies of Scale in a SC,
- Managing Uncertainty in the SC,
- Optimal Level of Product Availability,
- Transportation in a Supply Chain,
- Information Technology in a SC,
- Coordination in a Supply Chain.

Management of Information System and Project Management

Course Overview

The course purpose is to provide the substance and skill necessary to make sound business decisions relating to information systems and to work with senior line managers in the resolution of issues and problems in this area.

Course Objectives

Categories of issues which will be addresses in the course include:

- How do IT and its various manifestations in business, such as the Internet, affect current and future competitiveness? How do we align business strategy and plans with IT strategy and IT plans?
- How can we engage executives in learning and leading IT-related change?
- How do we implement new systems, change work behaviour, manage projects?
- How should we organize and govern in an organization?

The course will also focus on how team is built and how a project is developed and managed successfully. The course has the goals of (1) developing teamwork and leadership skills and (2) learning from the analysis of a change initiative in a real-world company using concepts from other core courses.

Syllabus

- To recognise the role and impact of information technology in different organisational environments,
- To understand that information is the key resource for organizations and how to leverage it for value creation,
- How to analyze and design business processes for achieving lean customer-oriented operations,
- How to use new information technology to transform a firm for competitive advantage globally,
- How to identify and meet user requirements.

The course will focus on the knowledge required by the manager to exploit information as a resource rather than a technical issue. The course will comprise of theory, practical exercises and demonstrations of the IS impact on the firm's competitiveness:

- How to plan, organize, run, implement and commission a new project,
- Project risk management,
- Project team-building,
- Project change management,
- Project portfolio management for organizational growth.

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.

International Finance

Course Overview

This course will cover issues related to both international financial markets and the financial operations of a firm within the international environment. The first part of the course will examine issues related to the international markets, including international commercial policy, international investment, foreign exchange markets, the Euromarkets, and currency derivative markets. The second part of the course will consider financial issues associated with the operation of a firm in the international environment. Specifically, this part of the course will focus on the identification, measurement, and management of the impact of exchange rates on the firm; issues related to the taxation of international income; the implications of political risk on project evaluation and financial structure, firms' cost of capital for international projects; financing decisions in a global market; and methods for evaluating the performance of foreign operations. 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 students through several quantitative problem sets, case studies, and a midterm and end of course exam.

Course Objectives:

- To have a general idea of international financial markets,
- To understand which currencies are dominating the international business,
- To learn how to manage international treasury, debt and investment in a company,
- To practice foreign exchange risk management tools,
- To understand the impact of economics on exchange rates and interest rates.

Syllabus

- Overview on international financial environment (globalization, Foreign direct Investment, financial markets, IMS, exchange regimes...),
- Leading currencies in the international business (dollar, euro, yen, British pound...),
- Growing china and the Chinese Yuan,
- Organization and functioning of the foreign exchange markets,
- Role of the Central bank and impacts of the monetary policy on exchange rates,
- Determination of exchange rates (PPP theory, Fisher relation...),
- Impact of politics and economics on exchange rates and interest rates levels,
- Foreign exchange risk management tools: loans and deposits, forward transactions, futures and options,
- International treasury management,



- Fixed income markets,
- International financing and debt management (swaps...)

Innovation Management

Course Overview

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.

Course Objectives

Upon completion of the course students are expected to:

- Understand the main definitions and concepts related to the area of innovation management;
- Distinguish between the different types of innovation, including differences between product, process and service innovation and their impact on the process of managing innovation;
- Learn the theories underlying technological change;
- Become acquainted with the different models of, and approaches to innovation processes;
- Analyze the different managerial strategies (defensive, imitative, offensive, opportunistic, traditional and dependent innovation strategies) and choices that firms choose to innovate;
- Identify the various sources of innovation (internal, external and open sources) and the associated challenges of managing them;
- Analyze the impact of the competitive environment on firms' ability to innovate;
- Understand the process of organizing the R&D and the different organizational models for R&D;
- Appreciate the role of leadership, organizational structure, team working, communication to innovation and culture in creating an innovation-promoting context;
- Use and apply some of the methods and tools for innovation management.

Learning and Teaching Method

The course will be conducted as an interactive seminar. Students must prepare for class by reading the assigned material for each meeting. Active participation in class is required and graded (20%). Written case analyses constitute 40% of the grade, and the final written exam (40%).

Instructions for Assignment

You will be graded at each lecture through:

- Class participation 20%,
- Case study analysis 40%,
- Final exam 40%.

Assessment will be based on active class participation (20%), group course work and case analyses (40%), and a final exam (40%) which will be taken at the end of the course. Students will be expected to prove detailed knowledge of the course material.

European Economy and Politics

Course Overview

In 1958, six countries in Western Europe formed the European Economic Community (EEC). Currently known as the European Union, this body dominates the political and economic landscape of what is now a united Europe of 27 countries. Since the end of the 1950s, its members have become participants in one of the most complex and intriguing political systems in the world. The EU's memberstates have "pooled their sovereignty" in a way which is unique in the history of political systems: "unity in diversity" (the European motto). But the European Union is not only the most original political project since the XVth century. The EU is the world's biggest market, largest exporter, biggest aid donor and largest foreign investor. Moreover, since its creation in 2001, i.e. in less than ten years, the European currency, the Euro, has become the second global currency. The course gives an overview of the economic and political structure of the EU. It will provide students with an understanding of the history, the political institutions, the political economy, the complex European business environment and more generally the current issues of the Union.

Course Objectives

- Appreciate the historic background and existing institutional framework of politics in Europe,
- Understand the history and nature of Economic and Monetary Union and the emergence of the Euro as reserve currency,
- Understand the EU regulatory competition framework,
- Understand the roles and significance of Euro-culture and customers behaviour.

This course provides an essential basic understanding of Europe and can facilitate the career objectives for non-Europeans planning to work in Europe or for those who intend to develop professional links between non-European and European organizations.

Students will develop both intercultural awareness and competencies, as well as a deeper understanding of the political processes and economic business in contemporary EU countries. Specifically, students will be enabled to act competently in an international environment characterized by various cultural constraints and they will be able to produce qualified assessments of the achievements, the short-comings, and the potential of the European economy.

The latter entails a complete and competent understanding of the decision-making and policy making processes in the EU, as well as a thorough understanding of the EU business environment and its attractiveness to foreign investors.

The above objectives will be achieved by an effective mixture of teaching and learning techniques, including class room lectures and discussions, independent study.

Syllabus

- History of the European Union since 1945: Law, Institutions and Facts,
- EU Budget and Decision making,
- European Competition Policy,
- EU industrial Policy,
- External Economic relations and trade Policy.

Teaching Method and Pedagogy:

Before coming to the classroom students are required to read and summarize reading materials (papers) so that they can take part to group discussions, case studies' analysis, and oral presentations.

In this teaching method and pedagogy, professors play the role of mentor or promoter of theories and best practices. Thus, lectures are organized through:

- Learning through facts and theories: courses are delivered through a combination of classroom teachings, challenging questions...
- Learning through PowerPoint presentations: in group, students will write and do an oral presentation about a specific topic given by the Professor.

Reading materials

All the students have to prepare the sessions:

- Some have to prepare in-class PowerPoint presentations
- The other students have to read the books and the other assigned materials. Some of them will have to answer the professor questions

In brief, every student will have to read and prepare each session. The professor will leave on the ESC Pau intranet ("e-campus") the assigned reading materials for the students who do not have to prepare the in-class presentations. The students must be able to talk about it if asked by the professor.

INTERNATIONAL MASTER PROGRAM

SEMESTER 2

Mid-September to Mid-December

PROGRAM'S OVERVIEW

After having launched the International Management Program - Semester 1, the International Management Program - Semester 2 is a Master level program designed to offer to students the possibility to follow the whole first year of Master level entirely in English. The program is designed to meet the needs of management professionals of the 21st Century. It's focus on how to lead and managing firms in the global arena.

PROGRAM'S SYLLABUS

- 1) Branding Strategy and International Advertising Guidelines,
- 2) Cross Knowledge,
- 3) Managing in the Global Environment
- 4) International Business Strategies
- 5) Managing Supply Chain in Borderless Organization,
- 6) Stock Exchanges and Commodities Markets,
- 7) New Business Frontiers,

Each course is awarded of 5 ECTS and requires 30 hours face-to-face plus and 90 hours of students' personal work, except for "Cross Knowledge" course that is awarded of 3 ECTS and requires 20 hours face-to-face and 50 hours of personal work.

Elective

- 8) Survival French (only for beginners).

Cultural visits help students to discover the culture and way of life of French society.

INTENDED LEARNING OBJECTIVES OR ILO

- 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 of senior executives must play in order to manage their people and lead their companies more effectively.

LEARNING AND TEACHING METHOD

It's when You Practice the skills that You Actually Learn Them

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

1- Learning through Concepts and Tools' Acquisition

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

2- 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.

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,
- Lateral Leader,
- Inspirational Leader.

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

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

PREREQUISITES

Students have already completed a business Policy and Strategy course. Therefore, they are able to deal with concepts such as:

- Macro and Micro Environment Analysis,
- Strategic Management,
- Resource-Based View Approach,
- Industry-organizational Approach,
- International Strategic Marketing,
- International Finance and Human Resources Management.

Branding Strategy and International Advertising Guidelines

Course Overview

This course aims to understand the brand management basis and the way of dealing with in a global environment. It focuses on strategic analysis and decision-making tools. Lectures, case studies and interactive group debate on different subjects around brand alliances, theoretical and cultural approaches, as well as the identification of key elements of the copy strategy corresponding to TV ads are significant components of the course.

The course will offer extended examples of the problems and opportunities faced by some well-known brands, and discuss what brand managers should do in such situations.

Course Objectives

- Review the basis of branding strategies,
- Know how global brands compete,
- Understand the cultural approach to branding,
- Understand the key elements of the copy strategy,

Lecture's Summary

- Examples of branding strategies,
- Study project on brand structure,
- Concepts of signaling theory, self congruency, congruity theory and legitimacy,
- Cultural approach to branding,
- Key elements of the copy strategy.

Cross Knowledge

Course Overview:

This course is designed to help participants understand the complexity of the multicultural society, in its relation to marketing. The accomplishment of this objective requires that participants obtain familiarity with the different cultural subgroups as well as with the tools of cross-cultural analysis and their application to marketing. Cross-cultural understanding will be particularly emphasized throughout the course.

This course is meant for students who envision being involved in any multicultural marketing efforts in their careers.

Course Objectives

- Discuss how Asia is changing the face of global business competition, and what future might hold for companies and consumers across the globe.
- Address the nuances of doing business in Asia.
- Offer insights into breakthrough marketing innovations and demonstrate how existing marketing constraints could be overcome by employing creative solutions.
- Understand the complexity of the multicultural society, in its relation to marketing.

Syllabus

- Asia: The Emerging Hub of Global Market - "Asia is a gold mine of opportunity. Speed wins, time is the devil." Asia, ablaze with economic energy, is changing the shape of the world economy and the scope and nature of competition among the world's companies. Western firms face a world far different and more challenging than just a few years ago.

Asia has some three-fourths of the world's population. With well over 4 billion people, Asia's market is moving quickly toward surpassing North America and Europe combined. Companies from across the globe are flocking there to buy, sell, manufacture and create new products.
- Striking Chord with Asia: Insights into Achieving Business Success - "One size doesn't fit all". Asia, with its distinct and diverse culture, needs a different approach, may it be striking a business deal, hiring employees or marketing products.
- Breakthrough Marketing Strategies - "Sometimes it takes a genius to see the obvious." Marketing Clutter is making every business owner's life much tougher. Consumers are now exposed to thousands of commercial messages daily. Similarly, the cost of selling has almost tripled over the past decade. In today's market, sales

people must work three times as hard to achieve half the results as they used to. So, it's dangerous to stagnate, to do things the same way, and to expect the consumers to buy products.

Businesses need to innovate and try new things: New products, a new way of reaching out to customers, new ways of delivering services, a new way to build strategic alliances with others, and much more. In all, Businesses need creative marketing solutions.

- **Multicultural Marketing** - In the current business environment, managers cannot afford to ignore cultural diversity. In most countries, the natives as well as diverse cultural subgroups want to retain their particular characteristics and celebrate their differences. Goods as well as services, which were once thought to be impossible to move across borders, are now being supplied internationally. The world is globalizing, but at the same time, local markets are getting more segmented and diverse. Cultural and behavioral criteria are becoming more useful than national borders for grouping firms' potential customers. Paying attention to demographic predictions and to geographic dispersions will help marketers make more cost effective decisions.

- **INDIA: A Growing Force in the World Economy** - As India celebrates its 62nd anniversary of independence, India indeed arrived in the globalized world. Political corporate leadership across the world has almost unanimously endorsed the view that this is India's century with people seeking to straddle the world of business, enterprise, science, technology and research. Indian Businesses and Industry are growing like never before. More than 100 Indian enterprises have exceeded a market cap of 1 billion dollars, signaling the growing power of India in the world economy.

Managing in the Global Environment

Course Overview

This course provides students a comprehensive view of globalization and discusses its impacts on the business environment. It provides students with four perspectives of strategic management within an international and global context:

- Competitive Structure of the Industry (global and country perspectives) and firms' strategy,
- Economic and Trade Environment of the Industry (global and country perspectives),
- Political and Legal Environment of the Industry (global and country perspectives),
- Country culture and Corporate Culture of the firm in the home country and the assigned country (firm and assigned country perspectives).

Through assigned reading and projects, students will develop an integrated understanding of individual firms both globally and within the context of a specific assigned country.

Course Objectives

Upon completion of this course, students should be prepared to discuss the following issues:

- Identify the macro-level interrelationships within the international and global environment and analyze their effect on the management practices of firms.
- Identify the role that strategy plays and the types of competencies firms/managers need to engage effectively in global operations.
- Analyze the emerging competitive structure of an industry viewed globally
- Distinguish the characteristics of the international and regional trading systems, assessing their impact on a firm's international operations.
- Assess the impact of differing state regulatory regimes on firms working across national boundaries.
- Determine the advantages and disadvantages of various types of partnerships and alliances for international business.
- Determine ways in which country culture may affect firm operations.
- Illustrate how corporate social responsibility affects a firm's bottom line.
- Discuss the changing role(s) of managing/leading within this global context and identify specific challenges relevant to your own sector/firm.
- Identify and discuss limits and potential challenges to the existing global framework.

International Business Strategies

Course Overview

The student will be introduced to the issues of the international global business strategy. The course studies the effects of the globalization, cultural issues, organizational and industry aspects on the business strategy.

Course Objectives

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. The course deals with the problems and processes of strategy definition and successful implementation in a firm.

Lecture's Outline

- Define the Business Strategy and its types,
- Link the company performance to the global issues of economy, marketing, culture and competition,
- Learn how to analyze, understand and see the consequences of external and internal factors on the business performance,
- Learn how to use business strategy models in defining, implementing and executing the enterprise strategy,
- Understand the role of leadership with respect to business strategy,
- Comprehend the utmost importance of strategic change and the management of change for achieving competitive advantage,
- Understand How to Cultivate the Global Mindset of the Firm.

Teaching Method, Tools and Examination:

- The course will be based on:
 - recent articles, small videos of strategy opinion leaders and strategy practitioners;
 - the personal working experience of the lecturer from 4 different industries and the public international sector;
 - case group work and presentations;
 - class discussions.
- The final written examination will be 3-hours long, individual and closed-book based on a business case.

Managing Supply Chain in Borderless Organization

Course Overview

Logistics and supply chain management are undergoing the greatest changes among the traditional business functions. Developments in technology, business, relationships and globalization and how organizations deploy their resources makes the evolution of logistics the key of sustainable competitive advantage. This course will provide theory, methods and techniques to supply chain management strategies and problem solving.

Course Objectives

- Understanding the supply chain and borderless organizations,
- Supply chain performance: achieving strategic fit and scope,
- Designing the supply chain network,
- Managing uncertainty in a supply chain,
- Managing cross-functional drivers in a supply chain,
- Strategic partnership to source or outsource supply chain capacities.

Lecture's Outline

- Introduction
- Supply chain as a system
- Operating a supply chain
- Dealing with uncertainty
- Designing a supply chain
- Cross-functional drivers
- Partnership in a supply chain
- Cookies game.

Learning and Teaching Method

The testing scheme for this course consists of:

- A case study, by group during the class. Students have to design a supply chain network. Case will be debriefed at the end of the class,
- The improvement of performance in the second practice of the cookies game. Supply chains with 7 companies are competing to satisfy cookies demand. During the first game, rules are given by the teacher. Students have to make decisions and to record their performance by computing inventories, fulfilled demand and backlogs.



The same team will be to decide improvement before the second game (partnership to deal with demand, ways to communicate between companies).

Stock Exchanges and Commodities Markets

Course Overview:

Financial Markets worldwide have grown in size, depth and in sophistication. While the European countries and the USA have provided leadership, emerging markets like India, China and Latin America have joined the mainstream in innovating new products and services. Globalization has ensured that the markets of one country are open to the others and capital flows take place in an unfettered environment. Policy-makers in all these markets have also to bring in regulation to keep pace with the tremendous growth witnessed.

The course is a must for all students intending to join the Banking, Financial Services and Insurance sector as Finance or Marketing specialists. The course will also have appeal to anyone who wishes to be aware of investment opportunities so that he/she can invest wisely.

Course Objectives

- To understand the functioning of a stock exchange and the valuation of equities
- To know the different methods of portfolio management
- To understand the functioning of physical and futures markets on commodities
- To practice price risk management tools on commodities
- To understand the impact of economics on equities and commodities

Syllabus

- Organization and role of international financial markets
- Equities as financing sources
- Presentation of stocks markets
- Methods of valuation of equities
- Portfolio management
- Place of commodities in the world economy: increasing demand from emerging countries (China, India ...)
- Presentation of the main commodities markets and the supply chain: energy, metals, agricultural products
- Derivatives (futures and options) on commodities
- Price risk management tools for a company which buys or sells commodities
- Impact of economics and politics on stocks and commodities prices
- Development of financial products indexed on commodities prices

New Business Frontiers

Course Overview

The course provides an overview of recent developments and new trends in the area of business. Theoretical foundations are discussed and case studies are included to explain new analytical and implementation-oriented concepts and instruments in business. The main focus of the course lies on the preparation and presentation of articles in the business context by the students.

Course Objectives

- To introduce the students to the basic concepts of Business Frontiers and to understand how it has become so important in today's times,
- To develop the ability to analyze the competitive business environment to appraise the environmental pressures on business,
- To address the challenges facing the new business environment and their impact on the future trends in business,
- To acquaint the participants with Indian Business Environment. Emphasis is given to changes in the nature of business firms in the context of globalization,
- To develop future leaders skills to get adapted to the future environment.

Syllabus

- Strains on natural resources,
- Damper on globalization,
- Loss of trust in business,
- Growing role of government,
- Investment in quantitative decision tools,
- Shifting patterns of global consumption,
- Economic rise of Asia,
- Industry structure upheaval,
- Technological innovation,
- Price instability.