

International Masters Program (IMP) - 2010 Fall Session

From September 13 to December 18

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 2010 Fall Session

		Nb Hours	ECTS credits
Course 1	Marketing Strategies	30	5
Course 2	Managing in the Global Environment	30	5
Course 3	International Business Strategies	30	5
Course 4	Managing in Business cycles	30	5
Course 5	Comparative Business Law and Ethics	30	5
Course 6	Commodities Markets	30	5
Course 7	French for Beginners	30	5
		210	35

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

Short Courses Description:

MARKETING STRATEGIES: While most of the markets are becoming extremely competitive, pioneering companies have to reinvent their marketing strategies and be innovative. This program provides frameworks to build durable competitive advantage based on customer innovation. It will help the participants to create new product, services and experiences that positively and profitably influence customer behavior. Participants will also learn frameworks to better understand customer experiences, develop better customer insights and diffuse customer learning throughout the organization. Additionally, this program provides insights of the sources of customer satisfaction and brand loyalty and how to manage it through advanced CRM. Furthermore, it will highlight the fact that being socially and environmentally conscious can make business sense. This changing landscape offers opportunity to create value by managing efficiently the 3 Ps: Profit, People, Planet and build the master brands of tomorrow.



MANAGING IN THE GLOBAL ENVIRONMENT: This course provides students with a comprehensive view of globalization and discusses its impacts on the business environment. The course analyses four perspectives of strategic management within an international and global context:

- i) Competitive structure of industry and company strategies,
- ii) Economic and trade environment of industry,
- iii) Political and legal environment of industry,
- iv) Country culture and corporate culture of companies in their home country and another country the organization does business in.

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

INTERNATIONAL BUSINESS STRATEGIES: 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.

MANAGING IN BUSINESS CYCLES: In a context of increasing global competition for scarce and valuable resources, an understanding of the history of business cycles can help us gain a better vision of what the future might be for strategic decision-making.

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

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

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

Other Activities

- Company visits,
- Cultural Tours

Assessment and Evaluation Method

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

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

Intended Learning Objectives

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

Learning and Teaching Methods

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

✓ Learning through Concepts and Tools' Acquisition

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

✓ Learning through Case Study

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

✓ Learning through Practice and Research

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

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

- Transformational Leader,
- Adaptive Leader,
- Inspirational Leader

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



Pre requisites

Students will have already completed Bachelor level courses in Management or Business studies. Therefore, they will be able to deal comfortably with concepts such as:

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