

Department : Management and Strategy

Expert-Pole-Unit : Entrepreneurship

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Adnane MAALAOUI

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PROGRAM OBJECTIVES

COURSE OBJECTIVES

Knowledge

Skills

TEACHING METHODS

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
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BIBLIOGRAPHY

COURSE SYLLABUS

Department : Management and Strategy

Expert-Pole-Unit : Supply chain, International trade and IT

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05, Semestre 06

COURSE LEADER

Marco NOWINSKI

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COURSE DESCRIPTION

The advent of globalisation has profoundly changed supply networks and the procurement function. The constant search for cost reduction has been added to the quest for continuous increases in the quality of products and services supplied. Procurement excellence has become a key success factor and superior supply chain management gives competitive advantage to any industrial and commercial enterprise. But recent events and global issues also force organisations to re-think their global practices and focus on sustainability, risk awareness and resilience.

This is an introductory undergraduate course on Supply Chain Management and Procurement with an international dimension. It covers the processes, concepts and managerial skills needed to solve business problems pertaining to international supply networks, procurement and distribution systems. It takes a strategic perspective and encourages the student to consider the role of procurement and supply chain management in adding value to the business. Concepts are examined in team projects on leading international companies.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- 22_LO_BBA_MULT11 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_MULT12 - Students will apply practices of major business disciplines in an international business context.
- 22_LO_BBA_MULT13 - Students will be able to work effectively with other nationalities.
- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Understand what a supply chain is and define its concepts and components.
- 2 - Describe the key strategic drivers of supply chain performance.
- 3 - Explain why procurement is important to an organization's performance.
- 4 - Discuss the future of supply chain management: complexity, sustainability and digitisation.

Skills

- 5 - Decompose a supply chain to analyze each component.
- 6 - Compare different supply chain strategies in the same sector and across sectors, specifically between industry/manufacture and service.
- 7 - Critically analyze a supply chain strategy and identify problems.
- 8 - Select the right driver to work on in the goal of improving supply chain performance.

TEACHING METHODS

Case study, Exercises, Group presentation, Group works, Individual presentation, Lectures, Tutorial, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1, 2, 5, 7	Mid-term exam	15 %	1st evaluation : Understanding of key concepts of supply chain management. Multiple choice test with 20 questions to be answered in 30 minutes. Discussion of the answers after the test.
3, 5, 6, 7, 8	Presentation	35 %	(1) GROUP PROJECT: Analyzing a real supply chain, based on the examination of one of the world's TOP 25 supply chain organizations (as ranked on the annual Gartner list). Out-of-class group work to prepare two presentations on the aspects of 1) the supply network organization and performance of the company, and 2) the procurement needs and methods employed by the organization. (2) INDIVIDUAL WORK: two individual short papers.
2, 3, 4, 7, 8	Final written exam	50 %	Five questions to be answered in short essays. Exam duration is two hours.
Critical analysis of supply chain management methods and strategies.			Ten questions to be answered in short text during two hours.

BIBLIOGRAPHY

Compulsory Reading

CHOPRA, S. & MEINDL, P. (2015). Supply Chain Management: Strategy, Planning, and Operation. 6/E. Pearson Education.
CHRISTOPHER, M. (2016). Logistics and Supply Chain Management. 5/E. Financial Times.

Recommended Reading

MANGAN, John (2021). Global Logistics and Supply Chain Management. 4/E. John Wiley & Sons.
LYSONS, Kenneth & FARRINGTON, Brian. (2016). Procurement and Supply Chain Management. 9/E. Pearson Education.
THE ECONOMIST - Special Report: Global Supply Chains (11 July 2019). Supply chains are undergoing a dramatic transformation. Retrieved from <https://www.economist.com/special-report/2019/07/11/supply-chains-are-undergoing-a-dramatic-transformation>.
MONROE, R. and BARRET, P. (2019). The Evolving B2B E-Commerce and Supply Chain Management: A Chronological Mémoire. Journal of Business & Management. Mar2019, Vol. 25 Issue 1, p49-67.

COURSE SYLLABUS

Séance 1

Lecture 1 - Understanding the Supply Chain and its Performance.

What is a supply chain: components, goals & processes. Drivers of performance. Efficient and responsive supply chains.

Read chapter 1 & 2 (Chopra).

Séance 2

Tutorial 1 - Examples of Supply Chains.

Read the examples in chapter 1 (Chopra). Answer to questions of the examples (p. 26-29), as well as of the chapter (p.29).

Séance 3

Lecture 2 - Customer Service and Network Design.

How to achieve excellent customer service. How does the distribution network affect performance. Impact of online sales.

Read chapter 3 (Chopra) and chapter 2 (Christopher)

Séance 4

Tutorial 2 - Discussion & Group Work.

Find out what are the current issues, trends and problems in international Supply Chain Management. Find and analyze examples of companies that are currently in a SCM project or are re-organizing their supply chain. Prepare a short summary (200-300 words) of one example (news, issues or company project) to present to the class.

Séance 5

Lecture 3 - Planning Demand and Supply.

Choosing the appropriate strategy to manage demand and supply. Forecasting and aggregate planning. Using generic inventory and postponement. How inventory management affects performance. How to optimize product availability and safety inventory.

Read chapter 7, 8, 9 (Chopra) and chapter 5 (Christopher)

Séance 6

Tutorial 3 - Case study or group presentation

Séance 7

Lecture 4 - Facilities, Warehousing and International Transportation.

Selection and location of facilities in a global supply network. How to effectively organize warehouses. Understand the role of transportation. What are the advantages of each mode of transport.

Read chapter 5, 6, 14 (Chopra)

Séance 8

Tutorial 4 - Case study or group presentation

Séance 9

Lecture 5 - Sourcing and Procurement.

Understand the trade-off between “make” or “buy” strategies. How to select, manage and assess suppliers. How various contract types affect supply chain performance. What methods can be used to improve coordination.

Read chapter 10, 15 (Chopra) and 13, 14 (Christopher)

Séance 10

Tutorial 5 - Mid-term exam based on 20 multiple choice questions.

Revision of lectures 1-4

Séance 11

Lecture 6 - Information Technology and Coordination Issues.

Use of IT systems in managing CRM, internal operations and supplier relationships. Improving coordination between network partners.

Read chapter 10 and part VII (Chopra) and chapter 8, 9, 10, 13 (Christopher)

Séance 12

Tutorial 6 - Case study on IT systems in supply chains.

Séance 13

Lecture 7 - Sustainability Issues in Supply Chain Management.

Defining expectations and scopes. Engaging with suppliers: Industry Collaboration & Multi-Stakeholder Partnerships. Circular economy.

Read chapter 17 (Chopra) and chapter 15 (Christopher).

Séance 14

Tutorial 7 - Examples of sustainability in Supply Chain Management.

Find examples of how companies deal with sustainability issues.

Prepare a summary of one example (maybe a company from your home country) to present to the class.

Séance 15

Lecture 8 - Global Supply Chain Strategy and Future Trends

Understand the impact of globalization. The importance of resilient and agile supply chains and the need for collaboration.

Discuss the future of supply chain management: complexity, technology and digitisation.

Read chapter 6 (Chopra) & chapter 10 (Christopher).

Séance 16

Tutorial 8 - Course Review and individual homework 'Personal Point of Interest'.

Write a short essay about one point from any of the lectures that is of special interest to you. On one page (200-300 words) explain why you think this is an important aspect of supply chain management. Presentation to class as part of the review.

Department : Marketing, Sales and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

Caroline CHABERT DELIO

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COURSE DESCRIPTION

This Tourism Marketing course provides an introduction to one of the largest industries in the world. The content includes the evolution of tourism, highlighting its economic importance and the array of factors that Tourism Marketing Managers need to consider in the marketing of tourism services. The focus will be on the application of the Services Marketing Mix demonstrating cultural and ethical considerations.

PROGRAM OBJECTIVES

Learning objectives BBA :

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- 22_LO_BBA_MULT12 - Students will apply practices of major business disciplines in an international business context.
- 22_LO_BBA_MULT13 - Students will be able to work effectively with other nationalities.
- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Present the tourism Industry and highlight the involvement of the sub sectors.
- 2 - Explain the characteristics and nature of services.
- 3 - Define tourism as a product.
- 4 - Describe the available service marketing techniques.

Skills

- 5 - Apply appropriate service marketing techniques to the varied sectors of the tourism industry.
- 6 - Recommend with referenced justification a service marketing mix for a specific target market.
- 7 - Demonstrate a high level of professional oral and written communication.

TEACHING METHODS

Case study, Exercises, Group presentation, Group works, Lectures, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4	Written assignment/ Essay	20 %	Case studies in groups that will enable students to demonstrate their knowledge via independent reading.
5,6,7,8	Class presentation	30 %	Oral presentation where groups provide a recommended Tourism Product and Service Marketing Mix for a specific market.
1,2,3,4,5,8	Final written exam	50 %	Academic essay format for final exam (3hours). Student demonstrate critical thinking and development of subject knowledge.

BIBLIOGRAPHY

Compulsory Reading

Middleton et al., (2009) Marketing in Travel and Tourism (4th Ed). Routledge. ISBN 0750686936
Fletcher et al., (2013) Tourism Principles and Practices (5th Ed). Pearson. ISBN 0273758276
Dolnicar, S., & Ring, A. (2014). Tourism marketing research: Past, present and future. Annals of Tourism Research, 47, 31-47.
UNWTO (1999). "Global Code of Ethics for Responsible Tourism" <http://www.unwto.org>
UNWTO (2017). "Tourism Highlights 2017." <http://mkt.unwto.org/publication/uwto-tourism-highlights>

Recommended Reading

Buckley, R (2012) Sustainable Tourism: Research and Reality. Annals of Tourism Research, Vol. 39, No. 2, pp 528-546
Holloway, J. and Humphrey, C. (2016). The Business of Tourism (10th Ed). Pearson. ISBN: 1292063246
Lovelock, B. and Lovelock, KM. (2013). The Ethics of Tourism, Critical and applied perspectives. Routledge. ISBN 978-0-415-57557-7

COURSE SYLLABUS

Séance 1

Introduction to the Tourism Market
Tourism: typology
The history of Tourism
Current trends and figures

Tutorial: UNWTO statistics: Tourism contributions

Séance 2

Main players: Destinations, transport, accommodation, attractions...
Offer formulation

Case study in class

Séance 3

Tourism Demand: definition.
Determinants of Demand
Motives for Travel

Tutorial: Family life cycle and impacts on Tourism consumption.

Séance 4

Consumer Decision Process
Roles and the decision-making process in tourism
Individual perspectives and Macro influences

Organise class in groups and present class project

Séance 5

Segmentation and targeting
Segmentation: definition and objectives
Use of segmentation in Tourism
Targeting : definition and objectives.
Targeting: different strategies

Tutorial: work on group project

Séance 6

Tourism as a service product.
Characteristics of Services
Characteristics of Tourism services
Quality management in this context

Tutorial: Present your Persona.

Séance 7

Marketing Mix definition

Before the Mix: Market study

PESTEL, PORTER matrix and SWOT analysis

STP strategy

Marketing Mix from 4Ps to 7Ps

Tutorial: Marketing Mix for Tourism players.

Séance 8

Midterm test: Quiz

Group to work on their project.

Séance 9

Focus Product development: Quality management in Tourism

Focus Pricing: Tourism pricing characteristics

Revenue management in Tourism.

Work on previous test.

Séance 10

Focus product development : Urban Tourism development

Working on specific products: Festivals and Reality tours

Place Marketing

Collaborative economy in Tourism : Development of Homestays, Airbnb and impacts on local communities

Tutorial : Students to work on articles and present positive and negative impacts on local communities.

Séance 11

Focus Product development : Alternative forms of Tourism products:

Dark Tourism

Rural Tourism

Student to read academic articles

Tutorial: Urban Tourism and poverty as an attraction and work on Dark Tourism (videos...)

Séance 12

Tourism impacts and alternative products:

Tourism economic impacts

Environmental impacts

Socio-cultural impacts

Sustainable Tourism offers

Work in group on project

Séance 13

Tourism and developing countries

Defining development : DI

Addressing Tourism growth challenges in developing countries

Alternative offers

Apply sustainability to the different actors

Students to read academic articles and prepare class debate on Tourism and developing countries (Ethical considerations).

Class debate on the importance of Ethical considerations in Tourism.

Séance 14

Tourism future: Innovation within Tourism services, new trends and issues

Work in groups on project.

Séance 15

Groups presentations.

Séance 16

Groups presentations.

Department : Finance, Audit and Accountancy

Expert-Pole-Unit : Finance

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Nikolas TOPALOGLOU

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COURSE DESCRIPTION

This course intends to give a broad overview of the role of a corporate treasurer and the duties and required skills for the CFO (Chief Financial Officer) of a company. Indeed, different kinds of risks affect a company's treasury flows and it is essential to understand the methods with which certain types of risks can be mitigated or even hedged. It is inherent to a corporate treasurer's job to deal with uncertainty. With this in mind the course will also touch upon different forecasting and scenario based analytical techniques that can help to appraise uncertainty and take sensible financial decisions under uncertainty.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_MULTI2 - Students will apply practices of major business disciplines in an international business context.
- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Understand a company's budget from the point of view of a treasurer.
- 2 - Know the most common types of risks a corporate treasurer is confronted to.
- 3 - Understand FX (foreign exchange) risk.
- 4 - Understand ways for a company to finance itself.
- 5 - Know different types of forecasting and scenario techniques to deal with uncertainty.

Skills

- 6 - Compute Net Present Values.
- 7 - Forecast the development of uncertain cash flows.
- 8 - Devise a hedging scheme for a targeted FX exposure.

TEACHING METHODS

Book reviews, Lectures

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5.	Oral test	20 %	General knowledge (fundamental concept, model specifications, comments/critiques) is evaluated through interactive class participation, discussion and presentation of (short) case studies.
6,7,8.	Written assignment/ Essay	30 %	Students are required to do a set of homework problems
1,2,3,4,5,6,7,8.	Final written exam	50 %	Essential knowledge of the course is checked. Students need to mobilize all the knowledge and skills learned during the course to answer both understanding questions (related to a firm as a whole) and numerical applications.

BIBLIOGRAPHY

Compulsory Reading

Principles of Corporate Finance, Brealey and Myers, McGraw-Hill

Recommended Reading

- Treasury management by Steven M. Bragg
- Global corporate treasury by Rajiv Rajendra

COURSE SYLLABUS

Séance 1

How to Calculate Present Values

Séance 2

Valuing Bonds

Séance 3

The Value of Common Stocks

Séance 4

Net Present Value and Other Investment Criteria

Séance 5

Making Investment Decisions with the Net Present Value Rule

Séance 6

Introduction to Risk and Return

Séance 7

Portfolio Theory and the Capital Asset Pricing Model

Séance 8

Risk and the Cost of Capital

Séance 9

Project Analysis

Séance 10

Efficient Markets and Behavioral Finance

Séance 11

Understanding Options

Séance 12

Valuing Options

Séance 13

Real Options

Séance 14

Credit Risk and the Value of Corporate Debt

Séance 15

Managing Risk

Séance 16

Managing International Risks

Department : Law, Economy and Quantitative techniques

Expert-Pole-Unit : Economy, Methods and quantitative techniques

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Meryem SCHALCK

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COURSE DESCRIPTION

Data Analytics for Business management provides students with an understanding of data for business with the characteristics and application of big data. This course includes activities to help managers make strategic decisions, achieve major goals, and solve complex problems, by applying useful and relevant information to managers' needs.

Students will be able to understand the techniques, tools, and architecture for data analysis. This specialisation offers the opportunity to apply business analysis to many different industries and domains, such as finance, insurance, marketing, telecommunications etc.

The first part of the course deals with business intelligence and definition of big data. It presents the characteristics and application of big data. Then, the course presents the concepts of big data analysis methods.

The second part of the course consists of an introduction to data analysis and data visualization tools. Understanding the architecture for big data Analysis with different big data technologies: Hadoop, MapReduce, H2O, etc.

The third part of the course consists of the application business data analysis: fraud detection, credit risk, customer service, actuary science etc.

Students are trained in the use of Tableau & Orange software.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Express the sources, structures, and characteristics of big data.
2. Indicate the impact of big data on business operations.
3. Identify areas of strategic and operational use of data in an organization.

Skills

4. Evaluate technology for cloud computing, the Internet of things and big data analysis.
5. Produce a clear and well-structured document.
6. Propose solutions in the core business areas.
7. Work competently in a team in an English-speaking environment.

TEACHING METHODS

Exercises, Group works, Lectures, Tutorial

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1, 2	Mid-term exam	25 %	Written test Online MCQ
1,2,3,4,5,6,7	Report	25 %	Group work on Case study using appropriate software
1,2,3,4,5,6	Final written exam	50 %	Written test

BIBLIOGRAPHY

Compulsory Reading

Sharda, R., Delen, D., Turban, E., (2017) BUSINESS INTELLIGENCE : A MANAGERIAL APPROACH GLOBAL EDITION, Pearson (available on EBSCO).

https://ipag.biblioondemand.com/consult-brownsbooks.ashx?identifier=9781292220567&forceLogon=IPAG_SSO

Swift, L., Piff, S. (2005) QUANTITATIVE METHODS FOR BUSINESS, MANAGEMENT, AND FINANCE, Palgrave Macmillan

Schalck, C., Yankol-Schalck, M. (2021) Predicting French SME failures: new evidence from machine learning techniques, Applied Economics, DOI: 10.1080/00036846.2021.1934389

Recommended Reading

Etzion, D., & Aragon-Correa, J. A. (2016). Big Data, Management, and Sustainability: Strategic Opportunities Ahead. Organization & Environment, 29(2), 147–155.

Wang, Y., Yu, C., Hou, J., Zhang, Y., Fang, X., & Wu, S. (2021). Research on the Key Issues of Big Data Quality Management, Evaluation, and Testing for Automotive Application Scenarios. Complexity, 2021

Ji, S., Li, Q., Cao, W., Zhang, P., & Muccini, H. (2020). Quality Assurance Technologies of Big Data Applications: A Systematic Literature Review. Applied Sciences, 10(22), 8052.

COURSE SYLLABUS

Séance 1

Chapter 1. Introduction

- o Data for Business
- o What is business intelligence? (Business intelligence examples)

Séance 2

Chapter 2. Big Data overview

- o Business intelligence vs. business analytics (Definition)
- o What is big data? (volume velocity and variety)

Séance 3

Chapter 3. Characteristics and Applications of big data

- o Big Data and the Internet of Things
- o Big data is in real time.

Séance 4

Chapter 4. Traditional data analysis vs. Big Data analytics methods (Data)

- o Unstructured data vs. semi-structured data

Séance 5

Chapter 4. Traditional data analysis vs. Big Data analytics methods (Data)

- o Text mining

Séance 6

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Data analysis

Séance 7

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Data Reporting

Séance 8

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Data Visualization

Séance 9

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Applications

Séance 10

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Applications

Mid Term Exam

Séance 11

Chapter 6. Architecture for Big Data Analysis (Big data analysis pipeline)

- o (Big Data Technologies: Hadoop and its ecosystem, The MapReduce paradigm, Big data analytics using Apache Spark and H2O, NoSQL databases, Graph databases)

Séance 12

Chapter 6. Architecture for Big Data Analysis (Big data analysis pipeline)

- o Machine Learning

Séance 13

Chapter 6. Architecture for Big Data Analysis (Big data analysis pipeline)

- o Big Data and Artificial Intelligence: Issues and Challenges for Businesses

Séance 14

Chapter 7. Business Data Analytics

- o Business Analytics Overview

Séance 15

Chapter 7. Business Data Analytics

- o Applications: Fraud detection, Applied statistics, Manufacturing design, Supply chain management, Traffic management, Mortgage loans, loan management, credit risk, Private banking, Customer service, Actuary science, Hotel management, Packaging analytics

Séance 16

Chapter 7. Business Data Analytics

- o Applications (continue): Fraud detection, Applied statistics, Manufacturing design, Supply chain management, Traffic management, Mortgage loans, loan management, credit risk, Private banking, Customer service, Actuary science, Hotel management, Packaging analytics

Submit the assignment (group work) on Moodle

Department : Marketing, Sales and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

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Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

Alisa MININA

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COURSE DESCRIPTION

This course introduces students to basic concepts and contemporary theoretical perspectives on advertising and promotion. Through a combination of lectures, class discussions and group assignments the course aims to help students achieve a comprehensive understanding of how various promotional tools can be used together in a consistent fashion in order to add value to companies and their brands and contribute to achieving marketing goals as well as develop practical skills of integrated marketing communications planning.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- 22_LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
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- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1 - Understand basic concepts in advertising and promotion, different approaches in advertising theory and major developments and trends in advertising industry.

2 - Discuss key roles played by the major stakeholders in marketing communications and the key steps in the integrated marketing communications process.

3 - Understand various KPIs involved in the evaluation of advertising effectiveness.

4 - Discuss various internal and external factors that have to be taken into consideration when researching, planning and implementing international advertising campaigns.

Skills

- 5 - Analyse strategic and cultural meanings in advertising messages.
- 6 - Evaluate the effectiveness of a communication campaign.
- 7 - Conduct independent research of target market and competitors.
- 8 - Formulate an integrated marketing communications strategy.

TEACHING METHODS

Book reviews, Case study, Exercises, Field study, Flipped classroom, Group presentation, Group works, Individual presentation, Lectures, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1	Class presentation	10 %	Advertising insight presentation (individual assessment)
1,2,3,4,5,6,7,8	Written assignment/ Essay	40 %	Continuous assessment of the ongoing course assignments (group assessment): 1) Presentaton of an academic article suggested by the professor 2) Advertising research assignment - primary data collection and analysis 3) Group project - IMC plan part 1 (Consumer insights and competitive analysis) 4) Group project - IMC plan parts 2 and 3 (Strategy formulation, Final presentation of the created advertising campaign)
1,2,3,4,5,6,7,8	Final written exam	50 %	Final exam (individual assessment)

BIBLIOGRAPHY

Compulsory Reading

Articles from the advertising trade journals

Recommended Reading

Hackley, C. & Hackley, R.A., 2021. Advertising and Promotion 5th ed., SAGE Publishing

Belch, G. & Belch, M.A., 2018. Advertising and Promotion: An Integrated Marketing Communications perspective 11th ed., McGraw-Hill Education.

COURSE SYLLABUS

Séance 1

Course overview

Introduction to advertising & promotion

Class discussion on forms of advertising and promotion that influence brand perceptions

Project group formation

Séance 2

Advertising Theory: different perspectives

Class exercise: analysis of print ads' meanings

Séance 3

Advertising research

Class exercise: identifying information needs and research planning

Séance 4

Brands and promotional communications

Class discussion of strategic branding

Séance 5

Integrated Marketing Communications: planning process

Class exercise: analysis of the planning rationale in video advertising

Séance 6

Group project work: Situational analysis and consumer insight

Séance 7

Advertising agency work: key roles and processes

Case study: Ad agencies: evolution or revolution?

Séance 8

Strategy and creativity in advertising

Class discussion: creativity vs. effectiveness

Class analysis of creative ads

Séance 9

Advertising objectives, budgeting, media planning and evaluating effectiveness

Class discussion: messages and media outlets

Séance 10

Group project work: Strategy formulation

Séance 11

Non-advertising promotion

Class exercise: finding examples of native advertising

Class exercise: the BuzzFeed challenge

Séance 12

Non-controllable communications: WoM, brand communities and more.

Class discussion: community management and controlling the brand image

Class exercise: making memes

Séance 13

Global Advertising Strategy

Class discussion: standardisation vs localisation

Class exercise: comparing ads of the same brand in different countries

Séance 14

Ethics and regulation in advertising

Class discussion: ethics and controversy in advertising

Séance 15

Exam preparation: revision and discussion

Séance 16

Final group project presentations: IMC plan

Department : Management and Strategy

Expert-Pole-Unit : Human resources and CSR

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 50 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

Faranak FARZANEH

Nice

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COURSE DESCRIPTION

International Human Resource Management (IHRM) is the study of the management of human resources in an international context. The objectives of this course are to:

- Understand the nature of IHRM, the institutional and cultural context
- Explore the differences between domestic and International Human Resource Management
- Understand the complexities of IHRM activities in Multinational companies

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_MULTI2 - Students will apply practices of major business disciplines in an international business context.
- 22_LO_BBA_MULTI3 - Students will be able to work effectively with other nationalities.
- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Understand issues, constraints, challenges and opportunities related to International Human Resource Management
2. Understand key factors of success in implementing IHRM strategy
3. Describe the influence of culture on IHRM practices

Skills

4. Develop successful programs for international assignees
5. Demonstrate their capacity to adjust to complex intercultural environments in a management perspective

6. Evaluate “best practices” across cultures

TEACHING METHODS

Case study, Exercises, Flipped classroom, Group presentation, Group works, Individual presentation, Lectures, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5,6	Oral test	10 %	participation: Participation points shall be awarded based on making meaningful contribution to class discussions and involvement in class exercises, attendance, in-class activities, quizzes.
1,2,3,4,5,6	Course work	40 %	Continuous assessment comprises all quizzes, homework assignments, case study, individual and /or group presentations of the semester
1,2,3,4,5,6	Final written exam	50 %	The final exam will be comprised of multiple choice and/or essay questions and/or case questions and/or exercises.

BIBLIOGRAPHY

Compulsory Reading

Course slides and additional resources, found on the Moodle course site

-Caligiuri, P., De Cieri, H., Minbaeva, D. et al.(2020). International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. J Int Bus Stud 51, 697–713, <https://doi.org/10.1057/s41267-020-00335-9>

Recommended Reading

- Dereski H.(2016). International Management: Managing across borders and cultures, Text and cases, Prentice Hall, 9th Edition. ISBN 978-1292153539=> E-Book available at IPAG library

- Dowling, P.J, Festing M., Engle, A.D.(2017), International Human Resource Management, CENGAGE Learning Edition

-Redman, T., & Wilkinson, A. Dundon A. (2017). Contemporary human resource management: Text and cases. Pearson Education.

- Brewster, C., Houldsworth, E., Sparrow, P. and Veron, G.(2016). International Human Resource Management (4th ed.), London: CIPD

-Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. Online readings in psychology and culture, 2(1), 2307-0919.

-Triandis, H. C. (2002). Subjective culture. Online readings in psychology and culture, 2(2), 1-12.

-Scullion, H., Collings, D. G., & Gunnigle, P. (2007). International human resource management in the 21st century: emerging themes and contemporary debates. Human Resource management journal, 17(4), 309-319.

COURSE SYLLABUS

Séance 1

Student must note that this schedule might be subject to change without notice
International Human resource management : An introduction

Séance 2

International Human resource management : An introduction (Continued)

Séance 3

Multi-National Corporations (MNCs)

Séance 4

The cultural context of IHRM

Séance 5

The cultural context of IHRM (Continued)

Séance 6

The organizational context

Séance 7

Working abroad

Séance 8

International Recruitment and selection

Séance 9

International Recruitment and selection (Continued)

Séance 10

International Performance management

Séance 11

International Compensation

Séance 12

International training and development

Séance 13

Case study

Séance 14

IHRM trends and future challenges

Séance 15

Oral Presentation

Séance 16

Module review

Department : Finance, Audit and Accountancy

Expert-Pole-Unit : Finance

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

Garret John HEGARTY

Paris

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COURSE DESCRIPTION

This is a course in the principles of corporate finance. It focuses on how companies invest in real assets, how they raise money to pay for these investments, and how those assets ultimately affect the value of the firm. It also provides a broad introduction to the financial landscape, discussing, for example, the major players in the financial markets, the role of financial institutions in the economy, and how securities are traded and valued by investors. The course offers a framework for systematically thinking about most of the important financial problems that both firms and individuals are likely to confront. (cf. Preface to Brealey, Myers, Marcus) The course covers the investment question (the role of the Financial Controller) and points to the literature on the financing question (the role of the Financial Treasurer).

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Explain how companies make investment decisions based on return on investment (ROI).
- 2 - Understand Debt Policy.
- 3 - Understand Payout Policy.
- 4 - Know how to get Short-and Long-term Financing and how to manage Working Capital.
- 5 - Understand Mergers, Acquisitions, and Corporate Control.
- 6 - Understand International Financial Management.

Skills

- 7 - Use Discounted Cash-Flow Analysis to Make Investment Decisions.

- 8 - Illustrate the importance of cash flow management.
- 9 - Manage Financial Risk.
- 10 - Show on what basis investment decisions should be made.
- 11 - Prepare financial budgets.

TEACHING METHODS

Book reviews, Exercises, Group presentation, Group works, Individual presentation, Lectures, Practical, Tutorial

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5,6,7,8,9,10,11	Mid-term exam	25 %	The mid-term serves to assess competencies acquired along the first half of the course
1,2,3,4,5,6,7,8,9,10,11	Class presentation	25 %	Actively engaging in the lecture is essential to gain a better knowledge of the course material.
1,2,3,4,5,6,7,8,9,10,11	Final written exam	50 %	The final exam provides a holistic evaluation of knowledge and skills of the lecture.

BIBLIOGRAPHY

Compulsory Reading

BREALEY, MYERS, MARCUS (2015). Fundamentals of Corporate Finance (eight edition). McGraw Hill International Edition. ISBN 978-981-4670-94-4. (Chapters 1 through 13)

Recommended Reading

BREALEY, MYERS, MARCUS (2015). Fundamentals of Corporate Finance (eight edition). McGraw Hill International Edition. ISBN 978-981-4670-94-4. (Chapters 14 through 25)

The Wall Street Journal, The Financial Times (available digitally via the IPAG library), Fortune, Forbes or other serious financial press.

COURSE SYLLABUS

Séance 1

Introduction to Financial Management

Séance 2

Concept of Return on Investment (ROI)
Debt and Payout Policy

Séance 3

Aspects of short and long term financing

Séance 4

Mergers, Acquisitions, and Corporate Control

Séance 5

Risk Management, Cash Flow Management

Séance 6

Preparation of Financial Budgets

Séance 7

Mid-term Q&A session and summary

Séance 8

Mid-term exam

Séance 9

Discounted Cash flow Analysis for Investment Decisions

Séance 10

Financial Management Slam (1/4): Introduction

Séance 11

Financial Management Slam (2/4): Guided group work

Séance 12

Financial Management Slam (3/4): Interim mini-presentation (non-graded)

Séance 13

Financial Management Slam (4/4): Guided group work

Séance 14

End-of-term Q&A session and wrap-up

Séance 15

Final presentations and discussions (1/2)

Séance 16

Final presentations and discussions (2/2)

Department : General knowledge

Expert-Pole-Unit : General Knowledge

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05, Semestre 06

COURSE LEADER

Emmanuel IGAH

Paris

emmanuel.igah@ipag.fr

COURSE DESCRIPTION

Provide geopolitical benchmarks on thematic bases. Give to the students the essential knowledge and bring the big grids of reading in order to be able to decipher the major contemporary geopolitical stakes.

Addressing major geopolitical and geostrategic issues in the context of the study of constants and variables and “geopolitical representations”.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Know the basics of geopolitics and international relations
2. Learn to decipher a geopolitical situation by analyzing the “antagonistic representations”

Skills

3. Be able to analyze a geopolitical situation in its complexity in a detached and multidisciplinary way
4. Be able to think against “oneself” and take to preeminate rationality over emotions

TEACHING METHODS

Group works, Lectures, Tutorial

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
2.3.4.	Project	50 %	Written and oral Group exam consisting in analyzing a specific conflict (country) by explaining the main causes and "representations" of both antagonist sides involved in a geopolitical struggle/conflict/dispute Being able to analyze a geopolitical study-case by using the method and the knowledges learnt during the main lessons.
1.2.3.4.	Final written exam	50 %	Students are supposed to be able to understand current international events by linking them to the knowledge and methods of analysis acquired in other disciplines and courses Students must be able to identify the main global geopolitical stakes.

BIBLIOGRAPHY

Compulsory Reading

The Grand Chessboard, of Zbigniew Brzezinski (1997)

Recommended Reading

CONDOLEEZZA R., ZEGART A. 2018. Political risk - how business and organisations can anticipate global insecurity, Weidenfield and Nicholson

ISBN: 9781474609814, ISBN E-Book :9781474609845

HUNTINGTON S. The Clash of Civilizations, 1996

PERIODICALS AND NEWSPAPERS

The International Herald Tribune, Paris, Daily.

The Economist, London, Weekly.

Foreign Affairs, USA, Daily online

COURSE SYLLABUS

Séance 1

Introduction to geopolitics : main concepts, geopolitical representations, hard skills and soft skills

Séance 2

A multipolar world on its way: towards a paradigm shift?

Séance 3

New relations between Powers : Return of « empires » and the Realpolitik ?

Séance 4

The United States and the Rest of the World in the context of « De-Westernization »

Séance 5

Neo-indigenism and "second decolonization", sources of the multipolarization of the World?

Séance 6

The « Clash of Civilizations » Paradigm

Séance 7

Main "geocivilizational blocks" and main diasporas in the World

Séance 8

Geostrategic Tensions in Asia

Séance 9

The two main outsiders: India and China

Séance 10

Africa and latin America: weak areas of the World?

Séance 11

What destiny for the European continent?

Séance 12

"Weak zone", lack of sovereignty, United States of Europe or future "European Nation"?

Séance 13

Middle East and arab-islamic world, "the strategic ellipse"

Séance 14

The “arab spring” : the revolutions in the Arab world and its consequences (2011-2019)

Séance 15

Understanding the Fundamentals of Radical Islamism and the Strategy of Terrorism

Séance 16

Revision and Preparation of the final exam

Department : Foreign languages

Expert-Pole-Unit : Foreign languages

Level : Langues

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Christine DARSIGNY

Nice

christine.darsigny@ipag.fr

COURSE DESCRIPTION

The emphasis in this course is on the consolidation and development of students' existing English language skills. The two input skills (listening and reading) and the two output skills (speaking and writing) will be developed throughout the course, building on and widening their existing knowledge of English language for the business world.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.

COURSE OBJECTIVES

Knowledge

1. Identify existing linguistic knowledge
2. Identify needs for improvement
3. Recognise methods for acquiring new vocabulary and grammar structures
4. Extend knowledge of English language used in the business world

Skills

5. Apply strategies to improve oral and reading comprehension
6. Produce quality spoken and written work
7. Demonstrate fluent and effective communication in an international and multi-cultural environment
8. Illustrate understanding of needs for further improvement

TEACHING METHODS

Exercises, Group presentation, Individual presentation, Tutorial, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
4,5,6,7	Mid-term exam	50 %	Written mid-term test 1h Oral Presentation (individual or group) 15 minutes
4,5,6,7	Final written exam	50 %	Final written test 2h

BIBLIOGRAPHY

Compulsory Reading

Duckworth, M. (2003) Business Grammar and Practice Oxford University Press ISBN 978-0194570794
Emmerson, P. (2010) Business Grammar Builder (second edition) Macmillan ISBN 978-0230732544
Emmerson, P. (2009) Business Vocabulary Builder Macmillan ISBN 978-0230716841
Mascull, B. (2010) Business Vocabulary in Use Cambridge University Press ISBN 978-0521128285
Murphy, R. (2012) English Grammar in Use (fourth edition) Cambridge University Press ISBN 978-0521189064

Recommended Reading

British Press
American Press

COURSE SYLLABUS

Séance 1

Evaluation
Needs Analysis
Class Rules
Course Content & grading system
Learning Objectives

Séance 2

Language Learning experiences
Discussion on how to improve language skills

Séance 3

Tenses and structures : revision and development (1)

Séance 4

Tenses and structures : revision and development (2)
Case Study
Choosing a New Market

Séance 5

Vocabulary Firms

Séance 6

Vocabulary development : English language for business (1)
Upcycling
Passive Voice

Séance 7

Vocabulary development : English language for business (2)
Upcycling

Séance 8

Presentation techniques
Pronunciation, intonation
Phrasal verbs (1)

Séance 9

Mid term test
Phrasal verbs (2)

Séance 10

Review of mid-term test
Telephone language

Séance 11

Corporate Culture

Séance 12

Language for emails and business correspondence (1)

Presentations

Séance 13

Language for emails and business correspondence (2)

Presentations

Séance 14

CVs and cover letters (1)

Presentations

Séance 15

CVs and cover letters (2)

Presentations

Séance 16

Evaluate progress

Revision tactics

Final presentations

Department : Foreign languages

Expert-Pole-Unit : Foreign languages

Level : Langues

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : French

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 02, Semestre 04, Semestre 05, Semestre 06

COURSE LEADER

Sandrine BASILICO - SMITH

Nice

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COURSE DESCRIPTION

This course focuses on structures, and vocabulary communication from levels A2 to C1. Students will learn to express themselves in French and to face everyday life and Professional situations.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Know how to communicate in french in professional situations

Skills

2. Being able to produce french professional documents in professional situations

TEACHING METHODS

Flipped classroom, Individual presentation

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1.2.	Final written exam	30 %	Semester Knowledges Writing expression Writing comprehension
1.2.	Final oral exam	20 %	oral knowledges individual oral presentation (3 minutes)
1.2.	Mid-term exam	50 %	half semester Knowledges Writing expression Writing comprehension

BIBLIOGRAPHY

COURSE SYLLABUS

Séance 1

LESSON 1 : Oral presentation

Prepositions for cities and countries

Venir de

Tenses : Present, future, past, imperative

Séance 2

LESSON 2

Oral comprehension : Video "Ma vie en images"

Grammar : passé composé

Oral expression : tell a past story

Homework : Write your biography

Séance 3

LESSON 3

Oral comprehension "l'autre chef de l'Elysée"

Grammar : Negation

Vocabulary : Advantages and inconvenients

Séance 4

LESSON 4 : Writing comprehension "le meilleur job du monde"

Grammar : how to compare

Vocabulary : professions

Oral expression : the job of your dreams

Séance 5

LESSON 5 : Oral comprehension "j'étais là"

Grammar : imparfait

Studying an advertisement

Oral expression : speaking about past habits

Séance 6

LESSON 6 : MIDTERM : Oral comprehension "quand on est ouverts, il y a plein de choses de possibles à faire"

Grammar : Passé composé/imparfait

Vocabulary : Change your profession

Séance 7

LESSON 7 : Describe a product

Speaking about the story of a product

Grammar : pronoms relatifs qui, que, dont, où

Séance 8

LESSON 8 : Telling your opinion about professional situations

Writing comprehension : mails

Writing expression : answering a professional mail

Séance 9

LESSON 9 : Midterm Exam

DELFL Oral expression

Séance 10

LESSON 10 : Oral comprehension "CV vidéo"

Grammar : passé composé and imparfait

Vocabulary : professional skills

Séance 11

LESSON 11 :

Letter of motivation and CV

Séance 12

LESSON 12 : Video "le marketing d'influence"

Grammar : futur simple

Vocabulary : future professions

Séance 13

LESSON 13 : Video "la terre sans les humains"

Grammar : conditionnal

Vocabulary : Sharing economy

Séance 14

LESSON 14 : Oral comprehension "working abroad"

Grammar : Hypothesis

Vocabulary : expatriate

Séance 15

LESSON 15 : Oral expression "Réussir son entretien d'embauche"

Grammar : il faut que+subjunctif

Vocabulary : advices

Séance 16

LESSON 16 : Oral final exam

Oral presentation (3 minutes)

Department : Management and Strategy

Expert-Pole-Unit : Human resources and CSR

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

Kelly Anne LEFEBVRE

Nice

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COURSE DESCRIPTION

This course aims to conceptually and practically address the concept of Ethics from a business and personal point of view. By the end of this course, students will be able to contribute to the construction and vision of ethical situations. The course provides an understanding and appreciation of some of the major moral and ethical problems that may be encountered by business managers today in order to produce responsible managers of the future, able to take a rational, honest and fair approach when faced with ethical dilemmas in the workplace. Adopting a global perspective and using real-world business ethics cases, the course highlights the dilemmas of ethical decision-making and ethical leadership.

We will also examine the role of Corporate Social Responsibility as a strategy to improve products, profits, and brand equity. We will further examine numerous corporate initiatives that attempt to address these challenges as well as how they are being evaluated in the public eye.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- 22_LO_BBA_MULT11 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_MULT12 - Students will apply practices of major business disciplines in an international business context.
- 22_LO_BBA_MULT13 - Students will be able to work effectively with other nationalities.
- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - To identify the theories that support ethical decision making,
- 2 - To understand the importance of having a code of ethics, especially as a manager,
- 3 - To assert the CSR issues faced by both national and global companies,

Skills

- 4 - To develop an understanding of the different steps to analyzing specific situations and behaviors with regards to ethics, and explore the potential for decision-making in different situations.
- 5 - To appraise, assess, or critique on the basis of specific standards and criteria business ethical situations and provide insights and solutions.

TEACHING METHODS

Case study, Exercises, Group presentation, Group works, Lectures, Simulation, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5	Oral test	10 %	Participation during class is mandatory and graded
1,2,3,4,5	Class presentation	40 %	Continuous assessment is the accumulation of all your graded course work, including homework, other assignments, in class work, reports, presentations, projects.
1,2,3,4,5	Final written exam	50 %	The Final Exam is written and cumulative (all topics will be covered).

BIBLIOGRAPHY

Compulsory Reading

Stanwick, P., & Stanwick, S. D. (2013). Understanding business ethics. Sage.

Course Pack: Articles and Case Studies to be provided on MOODLE

COURSE SYLLABUS

Séance 1

Class Introduction

Séance 2

The Foundations of Ethical Thought

Séance 3

The Evolving Complexities of Business Ethics

Séance 4

Stakeholders and Corporate Social Responsibility (1)

Séance 5

Stakeholders and Corporate Social Responsibility (2)

Séance 6

Ethics & Financial Reporting

Séance 7

Ethical Leadership & Corporate Governance

Séance 8

Strategic Planning & Corporate Culture

Séance 9

Decision Making and Human Resource Issues

Séance 10

Ethics and the Environment

Séance 11

Information Technology, Marketing and Advertising

Séance 12

Student Presentations (1)

Séance 13

Student Presentations (2)

Séance 14

Establishing a Code of Ethics and Ethical Guidelines

Séance 15

Evaluating Corporate Ethics

Séance 16

Final Exam Review

Department : Marketing, Sales and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Alisa MININA

Paris

a.minina@ipag.fr

COURSE DESCRIPTION

This course introduces students to the logic of the marketing planning process, theories and methods. After completion of the course they should be able to create a marketing plan that incorporates analysis, strategy and implementation controls. Market planning is an important tool for a company's long-term survival in the industry the company operates. One important reason why market planning is important in today's consumer markets are the changes in corporate and other organizations' internal and external environments. In particular, there are changes in communication landscape, information technology, customer behavior and sustainability-related issues. The aim of the course is to develop the theoretical knowledge and practical skills of strategic marketing planning.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- 22_LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_MULTI2 - Students will apply practices of major business disciplines in an international business context.
- 22_LO_BBA_MULTI3 - Students will be able to work effectively with other nationalities.
- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Define basic concepts in marketing planning and marketing in modern consumer markets.
- 2 - Analyse strategic marketing situations, identifying underlying problems and key decision-making areas, while making meaningful use of strategy frameworks, theories and tools.
- 3 - Understand the internal and external market environment and apply analytical insights to formulating the strategic direction of the marketing plan.
- 4 - Identify the segments to be targeted and indicate how the product, brand or organization will be positioned for the selected customer segments.

Skills

- 5 - Formulate marketing objectives and explain the key issues that may affect their achievement.
- 6 - Formulate a strategic approach in order to achieve selected objectives.
- 7 - Describe a set of coordinated actions that will be implemented in order to achieve specified goals and provide value to customers and society at large.
- 8 - Plan implementation controls and contingency plans for dealing with unexpected results.

TEACHING METHODS

Exercises, Flipped classroom, Group presentation, Group works, Lectures, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5,6,7,8	Project	30 %	Final group project (group assessment)
2,5,6	Written assignment/ Essay	20 %	Continuous assessment - group assignments and homeworks
1,2,3,6	Final written exam	50 %	Final exam (individual assessment)

BIBLIOGRAPHY

Compulsory Reading

Wood, M.B., 2017. Essential guide to marketing planning 4th ed., Pearson Education Limited.

Recommended Reading

Osterwalder, A, and Pigneur, Y., 2010, Business Model Generation: A handbook for Visionaries; Game Changers; and Challengers, John Wiley & Sons.

Jonhson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. 2017. Exploring Strategy (11th ed.). Harlow: Pearson Education Limited.

Harvard Business Review, 2011. HBR's 10 Must Reads on Strategy, Harvard Business School Publishing Corporation.

COURSE SYLLABUS

Séance 1

CM1

Introduction to the course. What is strategy?

Readings: Exploring Strategy Chapter 1

Séance 2

CM2

Using strategy models and frameworks to solve marketing problems

Readings: Exploring Strategy Chapters 2 and 3

Séance 3

TD1

Forming project groups

Strategic decision-making (AirBnB case study)

Séance 4

TD2

Home assignment presentations and discussion (PESTEL & Opportunities / Threats)

Séance 5

CM3

Marketing planning: process mapping

Readings: Essential guide to marketing planning Chapter 1

Séance 6

CM4

Describing the target market & Identifying competitive advantage

Readings: Essential guide to marketing planning Chapters 3 and 4

Séance 7

TD3

Home assignment presentations (Consumer market research, Competitor analysis, full SWOT)

Séance 8

TD4

Group project work:

- Introduction to the group project: Situational analysis, Customer Journey Mapping & Marketing Planning
- Explanation of grading criteria
- Choosing the organization for group project work, conducting initial research

Séance 9

CM5

Setting strategic directions & Defining objectives of the marketing plan

Readings: Exploring Strategy Chapter 7 and Essential guide to marketing planning Chapter 5

Séance 10

CM6

Business Model Canvas

Readings: Business Model Generation (whole book)

Séance 11

TD5

Home assignment presentations (Business Model Canvas)

In-class work on the group project

Séance 12

TD6

Group project work:

- Presentations of the first part of marketing plan (company introduction, situational analysis, objectives, strategic direction, target market)

Submit your report (powerpoint presentation) 24 hours before the class.

Prepare to present your marketing plan and to discuss your classmates' work

Séance 13

CM 7

Crafting Marketing Mixes

Readings: Essential guide to marketing planning Chapters 6, 7, 8, 9, 10

Séance 14

CM 8 Controlling & Following up on the marketing plan

Readings: Essential guide to Marketing Planning Chapters 11 and 12

Séance 15

TD7 Marketing ethics

Séance 16

TD8

Final presentations of the group project (Customer Journey Mapping & Marketing Planning)

Submit a complete group project report (powerpoint presentation) latest 24 hours before the seminar

Department : Management and Strategy

Expert-Pole-Unit : Entrepreneurship

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

Asli KOZAN

Paris

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COURSE DESCRIPTION

This course provides students with fundamentals of business strategy, and is divided into two parts: In the first part, we will cover topics such as the role of strategy in business; industry analysis; resources and capabilities; and how competitive advantage is built and sustained. The second part will develop the sense of agility applied to business strategy. Students will get familiar with the notions of strategy implementation; industry evolution and strategic change; and finally management of innovation and technology.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_MULT12 - Students will apply practices of major business disciplines in an international business context.
- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Understand what is business strategy and its goals; recognize main business strategy questions and their relevance to explain the impact of business strategy on firm success.
- 2- Recognize the main structural features of an industry and understand the impact of those features on competition and overall level of profitability in the industry.
- 3 - Identify resources and capabilities that would help establish a sustainable competitive advantage for the firm.
- 4 - Discuss the need for agility in business strategy to cope with challenges of a fast changing world.

Skills

- 5 - Explore and assess different types of business strategies.
- 6 - Choose and apply the necessary tools to analyze the environment in which a firm operates.
- 7 - Decompose the resources and capabilities of a firm.
- 8 - Distinguish the different strategic moves called upon depending on the evolution of an industry and changes in technology.

TEACHING METHODS

Case study, Exercises, Flipped classroom, Group presentation, Group works, Lectures, Tutorial, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1, 2, 3, 4, 5, 6, 7, 8	Class presentation	25 %	Mean of all grades obtained in class (exercises, team-work and individual participation)
1, 2, 3, 4, 5, 6, 7, 8	Project	25 %	Final project (written report + presentation)
1, 2, 3, 4, 5, 6, 7, 8	Final written exam	50 %	Essay type questions

BIBLIOGRAPHY

Compulsory Reading

Textbook: Grant, Robert M., (2016). Contemporary Strategy Analysis (9th ed). ISBN 9781119120841.

Recommanded Reading

To be provided in class.

COURSE SYLLABUS

Séance 1

Lecture 1: Introduction to the course

What is strategy? Why do we need business strategy? What is the strategy process?

Séance 2

Tutorial 1: Introduction to business strategy

Exercise: In-depth understanding of the concepts of strategy and strategy process

Séance 3

Lecture 2: Industry analysis

Understand the importance of industry in the firm's external environment

Recognize the main structural features of an industry and their impact on competition and overall profitability

Séance 4

Tutorial 2: Industry analysis

Exercise: Using industry analysis to develop and evaluate strategy

Séance 5

Lecture 3: Resources and capabilities analysis

Identify the resources and capabilities of a firm and understand their role in formulating strategy

Séance 6

Tutorial 3: Resources and capabilities analysis

Exercise: Evaluating the potential of a firm's resources and capabilities to create a sustainable competitive advantage

Séance 7

Lecture 4: Establishing competitive advantage

Understand competitive advantage

How to establish competitive advantage? How to sustain competitive advantage?

Types of competitive advantage

Séance 8

Tutorial 4: Establishing competitive advantage

Exercise: Analyzing the competitive advantage of a firm

Séance 9

Lecture 5: Strategy implementation

Understand organizational structure and its relation to strategy implementation

Séance 10

Tutorial 5: Strategy Implementation

Exercise: Recognize how organizational structure links to strategy implementation

Séance 11

Lecture 6: Competitive dynamics, industry evolution and strategic change

Recognize different stages of industry life-cycle

Understand the challenges of managing strategic change and explore different approaches to this process

Séance 12

Tutorial 6: Competitive dynamics, industry evolution and strategic change

Exercise: Identify the key success factors associated with different stages of the life cycle of an industry and recommend appropriate strategies for those stages

Séance 13

Lecture 7: Managing technology and innovation

Understand the current revolution in technology-based industries

Formulate strategies for exploiting innovation

Séance 14

Tutorial 7: Managing technology and innovation

Exercise: Identify the factors that determine appropriation of value from innovation

Séance 15

Lecture 8: CSR and strategy

Wrap-up

Séance 16

Tutorial 8: Final project presentations

Department : Marketing, Sales and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 51 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- Bachelor : Semestre 05

COURSE LEADER

Stefania MASE

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COURSE DESCRIPTION

In this course, students will be able to learn more about the luxury industry and the differences in marketing from general consumer products or services. There will be an overview of the market. We will study the marketing mix offered by luxury brands. We will study the consumer behavior and the new business trends of the sector.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- 22_LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Understand the specifics of the luxury industry and the main actors.
2. Distinguish between the different types of luxury, identify consumer behavior.
3. Understand the marketing mix of the industry and understand the main differences with common goods or services.
4. Identify the changes facing the industry

Skills

5. Analysis of the environment of the luxury industry
6. Choose a strategy for luxury brand development
7. Differentiate target markets and product development

TEACHING METHODS

Case study, Group presentation, Individual presentation, Lectures, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1 2 3 4 5 6 7	Class presentation	50 %	Students will have to make a presentation of a brand extension for a luxury brand. This will show their understanding of the brand and legitimate their idea.
2 3 5 6	Written assignment/ Essay	25 %	Case study of a luxury brand
2 3 4 5 6 7	Final written exam	25 %	Students will have to demonstrate their knowledges in luxury business

BIBLIOGRAPHY

Compulsory Reading

- Chevalier, M., Mazzalovo, G., Randon-Furling, J. (2015), Management et marketing du luxe, Paris : Dunod.
- Achabou M.A. et Dekhili S. (2013). Luxury and sustainable development: is there a match? Journal of Business Research, 66, 1896-1903.
- Jean-Noel Kapferer - Luxury Strategy (2021)

Recommended Reading

- Bastien (2012). Luxe Oblige (2eme ed). Base de données: eBook Collection (EBSCOhost)
- Dubois, B. and Laurent, G. (1993). Y a-t-il un Euroconsommateur du luxe ? Une analyse comparative des profils sociodémographiques des acheteurs européens. Recherche et Applications en Marketing, 8, 4, 107-124.
- Vigneron, F. and Johnson, L.W. (2004). Measuring perceptions of brand luxury. Brand Management, 11, 6, 484-506.
- Lacroix, S., Auteur ; Émilie Bénéteau (2012), Luxe et licences de marque : comment renforcer l'image et les résultats financiers d'une marque de luxe, Paris : Eyrolles.
- Chevalier, M., Gutsatz, M., Randon-Furling, J. (2012), Luxe & retail : le point de vente, lieu d'excellence, Paris : Dunod.

COURSE SYLLABUS

Séance 1

Introduction

Luxury sector overview

Séance 2

Branding luxury

How brands use their names, history to create value

Séance 3

Differentiation between brands (hierarchy of brands)

Séance 4

Market segmentation

What are the key customers and what are they looking for

Séance 5

Segmenting customers

Séance 6

Marketing luxury brands - what are the main differences from fast moving consumer goods

Séance 7

Case study

Séance 8

Communication for luxury brands

Séance 9

Storytelling

Séance 10

Overall course review

Séance 11

Final presentations

Séance 12

Final presentations

Department : Marketing, Sales and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Imen SAFRAOU

Paris

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COURSE DESCRIPTION

This course aims to understand and analyze the link between sustainable development, innovation and maintaining quality in the luxury sector. It will cover the rationalization of global supply chains with the integration of e-commerce and Artificial Intelligence.

Students must consider the new challenges in the field of luxury and know that companies are pursuing their development or their strategy by increasingly integrating environmental concerns.

This course analyzes all of these changes and their consequences.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_SOLV1 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1- Understand the link between luxury, innovation and sustainable development
- 2- Know the importance of innovating in luxury sectors
- 2- Know the techniques of e-commerce in luxury sectors

Skills

- 3- Being able to understand the importance of global supply chains and e-commerce in luxury
- 4- Identify innovation strategies in product and process development
- 5- Being able to manage ICT tools for a sustainable development policy

TEACHING METHODS

Group presentation, Group works, Lectures

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
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BIBLIOGRAPHY

COURSE SYLLABUS

Department : Management and Strategy

Expert-Pole-Unit : Entrepreneurship

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Andrea CALABRO

Nice

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COURSE DESCRIPTION

Family businesses are the most relevant form of economic actors across the world. Their contribution to all national economies is acknowledged worldwide. They can be of small, medium and large size and operate across all industries. Family businesses have specific features which makes them a distinct organizational type in comparison to non-family firms such as continuous search for balance between economic and non-economic goals, identification of the family with the firm emotional attachment among family members and the desire to transfer the firm and the family wealth across generations.

Family businesses are also entrepreneurial actors and the fuel for many entrepreneurial activities. The entrepreneurship dynamics of family firms are however different from those of other firms because of the degree of family involvement in ownership and management. In fact entrepreneurship and entrepreneurial dynamics of family firms, what could be also defined as family entrepreneurship, have a special flavor which deserve specific investigation.

The main of this course to understand the mechanisms of family entrepreneurship by combining scientific knowledge generated in the family business research field with real world examples of family businesses from different countries.

Core topics that will be discussed (among others) are:

- Introduction to family businesses and family business research (Part I, II, III)
- Defining family entrepreneurship
- From founder-managed firms to family firms: the birth of the entrepreneurial spirit
- Family entrepreneuring
- Transgenerational entrepreneurship
- Next generation entrepreneurial intentions
- Corporate entrepreneurship in family firms
- Entrepreneurial orientations in family firms
- Internal and external corporate venturing in family firms

The course will be taught through several techniques such as frontal lectures, case study analyses, role play, and real world examples.

PROGRAM OBJECTIVES

Learning objectives BBA :

- 22_LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 22_LO_BBA_SOLV1 - Students will be able to provide managerial recommendations to business issues.
- 22_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Recall the basic academic/practitioner oriented perspectives on family business and family entrepreneurship
- 2 - Recognize family businesses and their entrepreneurial processes and dynamics
- 3 - Identify the frameworks, tools, and concepts used for analyzing family entrepreneurship

Skills

- 4 - Being able to identify the main actors and arenas for family entrepreneurship
- 5 - Critically analyze family business entrepreneurial choices

TEACHING METHODS

Case study, Group presentation, Lectures, Professional meetings

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1.2.3.4.5	Class presentation	50 %	During the lectures students will benefit from discussions of mini-cases that are based on real life examples of family entrepreneurship. The cases will be developed in teams and will require no advance preparation and all necessary material will be distributed via electronic files. Attention: It is expected that each team member will participate fully and equally in the analysis, preparation, and delivery of the team work. Participation is highly encouraged, since it increases the quality of the learning process and improves the learning outcome. It will be followed regularly by the professor for each session. These team works will constitute 50% of the final course grade.
1.2.3.4.5	Project	50 %	Students will develop in teams a final project work on specific topics that will be assigned by the professor. They need to develop the assigned topic following the guidelines which will be provided during the course and create a PPT presentation that will be presented in teams at the end of the course (in the two last lectures). The Project Work will be evaluated based on the content of the PPT and the oral presentation of the Team.

BIBLIOGRAPHY

Compulsory Reading

Basco, R., Calabrò, A., & Campopiano, G. (2019). Transgenerational entrepreneurship around the world: Implications for family business research and practice. *Journal of Family Business Strategy*, 10(4), 100249.

Bettinelli, C., Sciascia, S., Randerson, K., & Fayolle, A. (2017). Researching entrepreneurship in family firms. *Journal of Small Business Management*, 55(4), 506-529.

Calabrò, A., Santulli, R., Torchia, M., & Gallucci, C. (2021). Entrepreneurial orientation and family firm performance: the moderating role of TMT Identity-Based and Knowledge-Based faultlines. *Entrepreneurship theory and Practice*, 45(4), 838-866.

Kellermanns, F. W., & Eddleston, K. A. (2006). Corporate entrepreneurship in family firms: A family perspective. *Entrepreneurship theory and practice*, 30(6), 809-830.

Kraus, S., Kallmuenzer, A., Stieger, D., Peters, M., & Calabrò, A. (2018). Entrepreneurial paths to family firm performance. *Journal of Business Research*, 88, 382-387.

Lumpkin, G. T., Steier, L., & Wright, M. (2011). Strategic entrepreneurship in family business. *Strategic Entrepreneurship Journal*, 5(4), 285-306.

Minola, T., Brumana, M., Campopiano, G., Garrett, R. P., & Cassia, L. (2016). Corporate venturing in family business: A developmental approach of the enterprising family. *Strategic Entrepreneurship Journal*, 10(4), 395-412.

Randerson, K., Bettinelli, C., Fayolle, A., & Anderson, A. (2015). Family entrepreneurship as a field of research: Exploring its contours and contents. *Journal of Family Business Strategy*, 6(3), 143-154.

Recommended Reading

Allen, M. R., & Gartner, W. B. (Eds.). (2021). *Family Entrepreneurship: Insights from Leading Experts on Successful Multi-generational Entrepreneurial Families*. Palgrave Macmillan.

COURSE SYLLABUS

Séance 1

- Introduction to family businesses and family business research (Part I, II)

Séance 2

- Introduction to family businesses and family business research (III)

Séance 3

- Case study 1

Séance 4

- Defining family entrepreneurship

Séance 5

- From founder-managed firms to family firms: the birth of the entrepreneurial spirit

Séance 6

- Family entrepreneuring

Séance 7

- Case study 2

Séance 8

- Transgenerational entrepreneurship

Séance 9

- Next generation entrepreneurial intentions

Séance 10

- Case study 3

Séance 11

- Corporate entrepreneurship in family firms

Séance 12

- Entrepreneurial orientations in family firms

Séance 13

- Case study 4

Séance 14

- Internal and external corporate venturing in family firms

Séance 15

- Presentation of Final Project Works

Séance 16

- Presentation of Final Project Works & Final course wrap-up

