

Year of Study: 3	Semester: 5		
GLOBAL ECONOMIC ISSUES			
Code: AECO0501	ECTS: 2	Duration: 16 hrs	
Lectures: 8 hrs	Course Work: 8 hrs	Practical Work: -	Independent Study: 24 hrs
Prerequisites	None		
Co-requisites	None		

## I. INSTRUCTORS

- Lectures and Course Work :
  - **Elisa Conti, PhD**  
Professor in Economics and International Business  
IPAG Business School, Nice  
E-mail: [elisa.conti@ipag.fr](mailto:elisa.conti@ipag.fr)
  - **Ingmar Schumacher, PhD (course leader)**  
Professor in Environmental Economics  
IPAG Business School, Paris  
E-mail: [ingmar.schumacher@ipag.fr](mailto:ingmar.schumacher@ipag.fr)

## II. COURSE DESCRIPTION

The global economy faces a number of serious challenges in the 21st century. Globalization has created many benefits for international businesses, while at the same time this increasing interconnectedness of the global economy has brought about concerns related to unequal economic development and poverty, environmental degradation and destruction of the commons, as well as and systemic problems associated with inadequate regulation of financial markets. In this course we shall thus study the concerns that arise in a globalized economic world with theoretical and academic tools and practical examples. We will focus on global economic aspects that are important for managers and international businesses in today's globalized world.

## III. PEDAGOGICAL OBJECTIVES (CILOs : Course Intended Learning Outcomes)

*At the end of this course the students should be able to:*

- **Knowledge**
  1. Recall what globalization has brought to the world in terms of economic and social developments

2. Describe and, in approximate form, outline the challenges international companies face in this environment, the reasons for trade between countries, understand why governments intervene in trade and how they try to regulate international businesses

▪ **Skills**

3. Formulate strategies in an increasingly complex world economy, and for making those strategies work effectively
4. Interpret articles from economic journals and magazines and analyze them within the global debate
5. Describe with rigour the sources and implications of globalization.
6. Learn to interact and assess modern media critically.

#### IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES

This course provides students with a framework to understand the complexity of the global environment in which companies compete. It provides a valid complement to other courses covered during the semester. Tutorials will be organized in small groups to teach critical thinking and interaction. This will teach students managerial skills.

#### V. PEDAGOGICAL METHODS

The material used in class consists of power points for lectures and tutorials, case studies, articles from relevant economic magazines and newspapers. Tutorials are dynamic and interactive with exercises to stimulate the learning process.

#### VI. ASSESSMENT

Pedagogical objectives assessed (use numbers from CILOS)	Mode of assessment and percentage	Description
1,2,3	Mid-term test (15%)	1 hour written exam including multiple choice and open-ended questions
4,5,6	Participation and Continuous Assessment (35%)	1 marked tutorial
1,2,3	Final Exam (50%)	2 hours written exam including multiple choice and open-ended questions

**Re-sit Exam Procedures:**

See the full procedures in the pedagogical regulations

## VII. BIBLIOGRAPHY

### ▪ Obligatory Reading

- Hill, C.W.L., Kumar, A. (2014). *International Business: Competing in the Global Marketplace*, (10th ed.), McGraw Hill Education.
- Case studies, handouts and PPT slides

### ▪ Recommended Reading

Recommended readings will be suggested during the course and they will include articles from:

- The Economist - [www.economist.com/](http://www.economist.com/)
- The Financial Times - [www.ft.com](http://www.ft.com)
- Relevant academic journals

## VIII. Course Schedule

Session	Theme	Additional Activities
Lecture 1	Course introduction. Globalisation : benefits and challenges	Study the associated chapters in Hill and Kumar
Tutorial 1	Case study on lecture 1	Read the texts and notes provided for the tutorial
Lecture 2	History of globalisation	
Tutorial 2	Case study on lecture 2	Read the texts and notes provided for the tutorial
Lecture 3	State of the world, globalization and political economy 1	Study the associated chapters in Hill and Kumar
Tutorial 3	Case study on lecture 3	Read the texts and notes provided for the tutorial
Lecture 4	State of the world, globalization and political economy 2	Revise and study the content of the first four lectures and tutorials
Tutorial 4	Half period test	
Lecture 5	Challenges for companies competing in the global markets: the organization of multinational enterprises 1	Study the associated chapters in Hill and Kumar
Tutorial 5	Case study on lecture 5	Read the texts and notes provided for the tutorial
Lecture 6	Challenges for companies competing in the global markets: the organization of multinational enterprises 2	Study the associated chapters in Hill and Kumar
Tutorial 6	Continuous assessment test and final exam preparation	Revisions of course content

Year of Study: 3	Semester: 5		
FINANCIAL MANAGEMENT			
Code: AFIN0506	ECTS: 4	Duration: 32 hours	
Lectures: 20 hours	Course Work: 12 hours	Practical Work:	Independent Study: 40 hours
Prerequisites	An understanding of financial statements		
Co-requisites	None		

## I. INSTRUCTORS

- **Lecturers:**
  - **Paris:** Hans-Jörg von Mettenheim, Professor of Finance, IPAG Business School; Course leader.
  - **Nice:** Anthony Brooking, FCA
  - **Kunming:** Anthony Brooking, FCA
- **Course Work:**
  - **Paris:** Hans-Jörg von Mettenheim, Professor of Finance, IPAG Business School;
  - **Nice:** Anthony Brooking, FCA
  - **Kunming:** Anthony Brooking, FCA

## II. COURSE DESCRIPTION

This Financial Management course will provide an introduction to basic management principles. It will show the students how to effectively manage a company's financial performance from planning and budgeting to managing weekly and monthly performance and how to react when actual performance varies from budget. It will also cover company financing, dividends, type of bonds that can be issued by companies and how to decide on which long investments should be made.

## III. PEDAGOGICAL OBJECTIVES *(CILOs: Course Intended Learning Outcomes)*

At the end of this module students should be able to:

- **Knowledge outcomes**
  1. Understand budget preparation

2. Compare actual performance to budget and how to react on variances
3. Know ways of obtaining finance
4. Describe how companies “manage” their share price
5. Explain how companies make investment decisions based on return on investment (ROI).
6. Interpret firm-bank relationships

▪ **Skills**

7. Prepare financial budgets
8. Choose the most appropriate financing for the company and explain how to obtain it
9. Show on what basis investment decisions should be made
10. Illustrate the importance of cash flow management
11. Manage foreign exchange and input risk.

## IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES

This course will provide students how companies should be managed from a financial point of view. It will show them that this management comprises many different aspects all of which need to be managed for a company to generate satisfactory profits and cash.

## V. PEDAGOGICAL METHODS

The course is comprised of 20 hours of tutorials. The course is interaction with many open questions being asked by the lecturer. Discussions will be encouraged so that students understand the width of financial management.

Several in class tests will be given so that students have practice in preparation of financial documents.

## VI. ASSESSMENT

Pedagogical objectives assessed (CILOs)	Mode of assessment and percentage	Description
1. to 11.	Participation: 10%	Students are expected to attend all classes and to participate fully in answering questions and joining discussions. They will receive a mark for this depending on how they have participated.
1. to 8.	Mid-term test: 25%	This exam will cover the material covered up to the exam date.

1. to 11.	Contributes to continual assessment: 15% for Case studies	
1. to 11.	Final Exam: 50%	Academic essay format for final exam (2hrs). Students to demonstrate critical thinking and development of subject knowledge.

#### Re-sit Exam Procedures:

See the full procedures in the pedagogical regulations

*All assessments will cover the program as defined in the teaching note whether it has been treated in whole or in part during the course.*

## VII. BIBLIOGRAPHY

### ▪ Obligatory Reading

- *International New York Times*
- *Financial Times*
- *The Economist*: [www.economist.com](http://www.economist.com)
- *Business Week*: [www.businessweek.com](http://www.businessweek.com)
- *Forbes magazine*
- *Fortune magazine*
- *BBC News*: [news.bbc.co.uk](http://news.bbc.co.uk)

### ▪ Recommended Reading

- Berk, J. & DeMarzo, P. (2010). *Corporate Finance* (2<sup>nd</sup> Edition): Pearson Education. ISBN: 978-1408283332
- Pike, R., & Neale, B. (2002). *Corporate Finance and Investment: Decisions and Strategies* (4<sup>th</sup> Edition). Prentice Hall. ISBN: 978-0273651383
- Ross, S., Westerfield, R., & Jordan, B. (2003). *Fundamentals of Corporate Finance* (10<sup>th</sup> Edition). McGraw-Hill Education. ISBN: 978-0078034633.

## VIII. COURSE SCHEDULE

Session	Theme	Additional Activities
Lecture 1	Introduction to Financial management	Chapter 1 Berk & DeMarzo (2010)
Tutorial 1	Understanding budgets and strategic budgeting	Practice test
Lecture 2	Understanding the income statement –EBITDA to EBT.	Chapter 2.1 Berk & DeMarzo (2010)
Tutorial 2	Understanding the Balance sheet	Practice test
Lecture 3	Understanding the balance sheet	Chapter 2.2 Berk & DeMarzo (2010)
Tutorial 3	Understanding the Cash Flow statement	Practice test
Lecture 4	Understanding the Cash Flow statement	Chapter 2.4 Berk & DeMarzo (2010)
Tutorial 4	Understanding the Cash Flow statement	Practice test
Lecture 5	Understanding financial assets and fixed assets and How to determine which investments to make	Chapter 6.1 and 6.2 Berk & DeMarzo (2010)
Tutorial 5	Revising financial statements	Practice test
Lecture 6	Understanding the world's financial system	Chapter 6.3 and 6.4 Berk & DeMarzo (2010)
Tutorial 6	How companies can find financing and long-term debt strategies	Practice test
Lecture 7	Understanding currency markets and how to protect the company against price variations using derivatives	Chapter 30.3 Berk & DeMarzo (2010)
Tutorial 7	Use of Cash statements from Balance sheets	Practice test
Lecture 8	Mid-term exam	Exam
Tutorial 8	Debt instruments Types of Bonds that companies may issue	Practice test
Lecture 9	How the price of a financial asset is determined.	Chapter 6 Berk & DeMarzo (2010)
Tutorial 9	Bond valuation based on market interest rates	Practice test
Lecture10	Understanding shares and how a company business is perceived and categorized by the stock market	Chapter 9.1 Berk & DeMarzo (2010)
Tutorial 10	The importance of EPS and PER	Practice test
Lecture 11	Choices on what to do with Free cash flow	Chapter 9.2 Berk & DeMarzo (2010)
Tutorial 11	How companies "manage" their share price	Practice test
Lecture 12	Revision	Practice test
Tutorial 12	Revision	Practice test

Year of Study: 3	Semester: 5		
INTERNATIONAL HUMAN RESOURCE MANAGEMENT			
Code: AGRH0506	ECTS: 4	Duration: 32h	
Lectures: 16 h	Course Work: 16 h	Practical Work:	Independent Study: 32 h
Prerequisites	Gestion des Ressources Humaines 2A		
Co-requisites	None		

## I. INSTRUCTORS

- Lectures and Course Work:
  - Dr Claude ALAVOINE. Teacher-Researcher IPAG (Nice and Yunnan), course leader
  - Mr Mark LEVY (Paris)

## II. COURSE DESCRIPTION

This module is designed to introduce the students to the nature and practice of human resource management in an international context.

The objectives of this course are to

Understand why culture is so important to us and also how it can influence our perception, communication processes and orient our judgment in order to develop the student's cross-cultural analytical skills.

Examine the impact of the international dimension on organizations' strategy and recruitment practices in particular in their international staffing policies and expatriation processes.

Enhance the student's understanding of the influence of culture on management functions like leading, motivating, communicating and even negotiating (solving conflicts).

Understand the challenge of managing cultural diversity within organizations.

Students are provided with both theoretical and fundamental aspects of intercultural human resource management but also with practical methods and techniques for performing successfully in an international managerial context.

Case studies will be used in order to demonstrate the complexity of international human resource management and highlight the conceptual elements of the course.



### III. PEDAGOGICAL OBJECTIVES

- **Knowledge outcomes:**

1. Estimate issues, constraints, challenges and opportunities related to International Human Resource Management.
2. Recognize the influence of culture on common Human Resource Management processes and functions.
3. Identify the most relevant factors enabling to establish negotiation as a conflict resolution process in an Intercultural Human Resource Management perspective

- **Skills:**

4. Develop diagnosis and analysis on critical issues of International Human Resource Management leading to suitable recommendations.
5. Create and assess alternative approaches of Human Resource Management in culturally diverse contexts.
6. Demonstrate their capacity to adjust to complex intercultural environments in a management perspective.
7. Use different conflict resolution methods and negotiation strategies in order to develop motivation and attain performance in a multicultural environment

### IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES

This course provides a selection of contributions to the overall programme and yearly objectives. First by highlighting Human Resources Management fundamentals in an International context with all the aspects linked to cultural issues; Then, by raising awareness of the constraints and difficulties to overcome in order to attain motivation and performance within international organizations. Also by providing a conceptual framework enabling students to analyze and provide recommendations on a specific situation. Students will be involved in multicultural groups during tutorials which will illustrate most of the fundamental aspects seen in class.

### V. PEDAGOGICAL METHODS

Class lectures and case studies, readings.

## VI. ASSESSMENT

Pedagogical objectives assessed	Mode of assessment and percentage	Description
1. to 7.	Participation 10%	Students are expected to attend all classes and to participate fully in answering questions and joining discussions. They will receive a mark for this depending on how they have participated
1,2,3	Reading test. 10%	Questions based on the obligatory reading
1,2,3	Mid Term Examination 10%	Questions based on the lectures
4,5,6,7	Case study. 20%	Written report submitted Oral presentation in class
1,2,3,4,5,6,7	Final Examination 50%	Academic essay leading to personal recommendations about specific IHRM issues

### Re-sit Exam Procedures:

See the full procedures in the pedagogical regulations

## VII. BIBLIOGRAPHY

### ▪ Obligatory Reading

DERESKI Helen, 2013, *International Management: Managing across borders and cultures*, Prentice Hall, 8th Edition. ISBN 0133062120

BENSON Philip G., 2011, *Emerging Themes in International Management of Human Resources*. eBooks Collection, EBSCO, ISBN 978-1617350825.

### ▪ Recommended Reading

LUTHANS Fred, DOH Jonathan P., 2014, *International Management: Culture, Strategy and Behavior*, 9th Edition, Mc Graw-Hill. ISBN 0077862449

MEAD Richard, 2009, *International Management: Cross-Cultural Dimensions*, Blackwell Publishers, 4th Edition. ISBN 978-1405173995

BRISLIN Richard W., 2000, *Understanding Culture's influence on behavior*, Harcourt College Publishers, 2nd Edition. ISBN 978-0155083400

FERRARO Gary P., 2009, *The cultural Dimension of International Business*, Prentice Hall, 6th Edition. ISBN 978-0205645282



HOFSTEDE Geert, 2010, *Cultures and Organizations: Software of the Mind*, Mc Graw-Hill, 3rd Edition. ISBN 978-0071664189

SCHNEIDER Susan C., BARSOUX Jean Louis, 2003, *Managing across cultures*, Prentice Hall, 2nd Edition. ISBN 978-0273646631

VARNER Iris, BEAMER Linda, 2010, *Intercultural Communication in the Global Workplace*, 5th Edition, McGraw-Hill. ISBN 978-0071289122

SALACUSE Jeswald W., (1998), Ten ways that culture affects negotiating styles: some survey results, *Negotiation Journal*, Vol. 14, n°3, pp. 221-240.

SEBENIUS James K., 2001, "Six habits of merely effective negotiators", *Harvard Business Review*, pp. 87-95.

## VIII. Course Schedule

Session	Theme	Additional Activities
Lecture 1	The Challenge of the International Manager Reasons for going International, applied strategies and implications for Human Resource Management	Reading
Lecture 2	Culture and cultural mechanisms Models of cultural differences	Reading
Tutorial 1	Case study n°1 Instructions and guideline for the case study	Information search
Lecture 3	Intercultural Communication	Reading
Lecture 4	Culture and Organizations	Reading
Tutorial 2	Case study n°1 Submission of written report Presentation in class	Written report Preparation for tutorial debate
Tutorial 3	Case study n°1 End of Presentation in class	Preparation for tutorial debate
Lecture 5	International Staffing Policies and Recruitment	Reading
Tutorial 4	Case study n°2 Instructions and guideline for the case study	Information search
Lecture 6	The Expatriation Process. Part 1. Strategy, selection, training...	Reading
Lecture 7	The Expatriation Process. Part 2 Mission development, performance, repatriation process...	Reading
Tutorial 5	Case study n°2 Submission of written report Presentation in class	Written report Preparation for tutorial debate
Tutorial 6	Case study n°2 End of Presentation in class	Preparation for tutorial debate
Tutorial 7	Revision for Mid Term	Preparation of discussion questions
Lecture 8	Leadership and Change in an International context. Part 1	Reading
Lecture 9	Leadership and Change in an International context. Part 2	Reading
Tutorial 8	Case study n°3 Instructions and guideline for the case study	Information search
Lecture 10	Managing Cultural Diversity and Performance	Reading
Lecture 11	Structure and Process of Negotiation and conflict resolution	Reading
Tutorial 9	Case study n°3 Submission of written report Presentation in class	Written report Preparation for tutorial debate
Tutorial 10	Case study n°3 Presentation in class	Preparation for tutorial debate
Tutorial 11	Case study n°3 End of Presentation in class	Preparation for tutorial debate
Lecture 12	Intercultural Negotiations	Reading
Tutorial 12	Revision for the Final Examination	Preparation of discussion questions



Year of Study: 3	Semester: 5		
BUSINESS STRATEGY			
Code: AGRH0507	ECTS: 2	Duration: 16 hrs	
Lectures: 8hrs	Course Work: 8 hrs	Practical Work: 0 hrs	Independent Study: 18 hrs
Prerequisites	None		
Co-requisites	None		

## I. INSTRUCTORS

- **Lectures:**
  - DR. Dominique BONET, Course leader (Paris)
  - Dr. Sabine HOFFMANN, (Nice)

## II. COURSE DESCRIPTION

Corporate strategy is about identifying business strategies that enable high performance (or survival!) of a company. It is also about translating strategy into actions throughout all steps of the business transformation. Identifying strategic imperatives, defining market positioning and designing value- creation opportunities are key elements in this process.

Strategic choices are the core of corporate strategy and success demands efficient implementation. The latter entails setting up a suitable organizational structure, and a corporate culture appropriate to the strategic objectives. Corporate executives are at the core of the process of defining this corporate strategy, just as they are central to setting it up.

## III. PEDAGOGICAL OBJECTIVES (*CILOs : Course Intended Learning Outcomes*)

- **Knowledge:**
  1. Identify a company's strategic position within its competitive environment;
  2. Determine the business and corporate strategic choices facing the company;
  3. Recognize decision-making processes and evaluate their impact on strategic decisions;
- **Skills:**
  4. Analyze the problems relating to setting up a strategy;

5. Provide a global analysis of a sector of activity and appraise its potential;
6. Design a coherent strategic plan of action, being aware of implementation hurdles.

#### IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES

This course provides a selection of contributions to the overall programme and yearly objectives. Students will be required to present and communicate their group project in spoken and written English.

(A) Students will develop effective communication and self-awareness for team work situations.

During the tutorials, multiple case studies will be discussed in small groups. Students will learn to learn to collaborate with others in an effective and time-efficient manner in the creation and execution of their team assignments.

(B) Students will acquire the fundamentals of management and learn the key business skills to understand apply and develop business strategies and tactics.

(C) Students will employ theoretical and conceptual knowledge to managerial problem solving. They will learn to acquire a strategic mindset to the complexities of business decisions. Students will also learn theoretical and practical concepts how to solve managerial problems such as priority setting and strategic decision-making.

#### V. PEDAGOGICAL METHODS

Case studies, group work, class lectures, readings, role plays, exercises

#### VI. ASSESSMENT

Pedagogical objectives assessed (use numbers from CILOS)	Mode of assessment and percentage	Description
1.2.3.4.5.6	Final Exam 50%	essay question, short questions, case enable students to demonstrate they are able to apply their knowledge and skills of the subject
1.2.3.4	Mid-term Exam 15%	Multiple choice, True/False enable students to demonstrate their theoretical knowledge and skills of the subject.
1.2.3.4.5	Business Case Presentation 10%	Analyze the strategy of a real-world company (20min)

1.2.3.4.5	Business Case Report 15%	Analyze the strategy of a real-world company (min. 8 pages)
4.5.6	Participation 10%	Ongoing class-activities such as cases discussions or preparation for semester-end project - the Business Case Assignment

### Re-sit Exam Procedures:

See the full procedures in the pedagogical regulations

*All assessments will cover the program as defined in the teaching note whether it has been treated in whole or in part during the course*

## VII. BIBLIOGRAPHY

### ▪ Obligatory Reading

- Johnson, Scholes & Whittington (2013) *Exploring Corporate Strategy* (10th ed). Harlow. ISBN: 978-1-292-14512-9
- The 8th edition is on line at <http://www.proz-x.com/stephanlangdon/Library/CESACORE/Prentice%20Hall%20Exploring%20Corporate%20Strategy%208th.pdf>
- EIGHTH EDITION EXPLORING CORPORATE STRATEGY - [www.proz-x.com](http://www.proz-x.com)

### ▪ Recommended Reading

#### ○ Academic article

Moorman, C & Day G, (2016), Organizing for **Marketing Excellence**  
Journal of **Marketing**. Vol. 80 Issue 6, p6-35. 68p. (available on Ipagora, Business Source complete)

#### ○ Journals

- Wall Street Journal
- Journal of Business Strategy
- Business Week
- The Economist

#### ○ Sitography

- <http://chohmann.free.fr/strategie1.htm>



## VIII. COURSE SCHEDULE

Session	ThemeAdditional	Activities
<b>Lecture 1</b>	Introduction to course, STRATEGIC POSITION - Chapter 1 Introducing Strategy	
<b>Tutorial 1</b>	Case Discussion	Assignment of Business Case Topics
<b>Lecture 2</b>	<b>Introduction to Strategic Management; SWOT Analysis; Deliberate vs. Emergent Strategies</b> <ul style="list-style-type: none"> <li>What is strategy?</li> <li>Corporate or business strategy?</li> <li>Main Frameworks of Strategic Analysis</li> <li>Strategic Positioning of Capability Environment</li> </ul> Strategic Management	Review previous chapter and read next chapter
<b>Tutorial 2</b>	Case Discussion, Participation assignments	
<b>Lecture 3</b>	<b>Business (or Competitive) Strategies</b> <ul style="list-style-type: none"> <li>Competitive Advantage</li> <li>Differentiation</li> <li>Outsourcing</li> </ul> New Business Models	Review previous chapter and read next chapter
<b>Tutorial 3</b>	Case Discussion, Participation assignments	Prepare for Group Assignments

<b>Lecture 4</b>	<b>Mid-term Assessment</b>  <b>Corporate Strategy - Strategic Choices</b> <ul style="list-style-type: none"> <li>Value Creation</li> <li>Innovation</li> <li>Diversification</li> <li>Global Strategies</li> <li>Mergers &amp; Acquisitions</li> <li>Strategic Alliances</li> <li>Platform and Digital Strategy</li> <li>Corporate Social Responsibility (and Sustainable Development) Strategy</li> </ul>	Review previous chapter and read next chapter
<b>Tutorial 4</b>	Business Case Presentations	Case Discussion, Participation assignments
<b>Lecture 5</b>	<b>Strategic models</b> <ul style="list-style-type: none"> <li>Five Forces Analysis; Changing Industry Structure to your Advantage</li> <li>Competitor Analysis; Rivalry between Strategic Groups</li> <li>Resources &amp; Capabilities; Sustainable Competitive Advantage;</li> <li>Focused Differentiation; Business Models;</li> </ul>	Review previous chapter and read next chapter

	Customer Value Proposition and Profit Formula	
<b>Tutorial 5</b>	Business Case Presentations	Case Discussion, Participation assignments

<b>Lecture 6</b>	<b>Strategic models</b> <ul style="list-style-type: none"> <li>▪ Co-opetition; Total Value Created; Added Value</li> <li>▪ Scope of Operations; Value Chain Systems; Vertical Integration Strategies; Partnerships Readings:</li> <li>▪ Global, Multidomestic, and Transnational Strategies; Entry Modes;</li> <li>▪ Corporate Strategy; Related and Unrelated Diversification</li> </ul> <b>International business strategy</b> <ul style="list-style-type: none"> <li>▪ Structuring</li> <li>▪ Organizing</li> <li>▪ Governance</li> <li>▪ Changing (Culture &amp; Leadership)</li> </ul>	Review previous chapter and read next chapter
<b>Tutorial 6</b>	Business Case Presentations	Case Discussion, Participation assignments

Year of Study: 3	Semester: 5		
INTERNATIONAL SUPPLY CHAIN MANAGEMENT			
Code: ALOG0501	ECTS: 4	Duration: 32h	
Lectures: 16 hrs	Course Work: 16 hrs	Practical Work: 0 hrs	Independent Study: 32 hrs
Prerequisites	Not applicable		
Co-requisites	English		

## I. INSTRUCTORS

- **Lectures and Course Work:**
  - Dr. Phuong Tra TRAN, Teacher-Researcher IPAG (Paris), course leader
  - M. Marco Nowinski, (Nice)
  - M. Rany Patout (Yunnan)

## II. COURSE DESCRIPTION

This course provides an introduction to Supply Chain Management with an international dimension. It covers the processes, concepts and managerial skills needed to solve business problems pertaining to international supply chain systems. This course focuses on the key areas of SCM and their interrelationships:

- The strategic role of a supply chain
- The key strategic drivers of supply chain performance
- Analytic methodologies for supply chain analysis

This course includes the issues of globalization and sustainability in supply chain management.

## III. PEDAGOGICAL OBJECTIVES (*CILOs: Course Intended Learning Outcomes*)

- **Knowledge:**
  1. Define the supply chain with its concepts and components
  2. Explain why a well-managed supply chain is important for an organization's performance.
  3. Describe the key strategic drivers of supply chain performance
  4. Discuss the future of supply chain management: globalization, sustainability and current business transformation.
- **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

## IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES

This course contributes to the objectives of the program:

- Understand the role of the supply chain in the operation of a firm.
- Acquire knowledge about the components of a supply chain and the strategic drivers of performance of a SC
- Develop analytical and synthetic skills

This course also contributes to the objectives of the 3<sup>rd</sup> year as it helps students from different background to gain knowledge in the fundamental of management, more specifically in supply chain management.

## V. PEDAGOGICAL METHODS

This course is composed of lectures and tutorials with alternative use of several pedagogical methods:

- Videos are used to emphasize specific methods and technologies
- Anytime question policy for better interaction between students and lecturer.
- Quizzes (incl. feedback) are used to test students' comprehension of the topic
- Current industry examples bring real-life experience to class time
- Case studies help students understanding the practical application of lectures and identifying real career opportunities in SCM
- Personal paper writing helps student identifying interest points of this course, focuses them on current issues in SCM and sharpens their view on SC issues in business life
- Group work get students to examine a particular company and find the practical application of the concepts studied in class.

## VI. ASSESSMENT

Pedagogical objectives assessed	Mode of assessment and percentage	Description
1, 2, 3, 8	Quiz (15%)	Mid-term exam: focus on knowledge testing
5, 6, 7, 8	Group-work presentation (15%)	Case-study: Describe and analyze the supply chain of one company. 10 minute presentation
3, 5, 8	Participation and Individual essay & individual presentation (20%)	Essay & presentation based on readings and participation
2, 3, 4, 6	10 questions to be answered in short text (50%)	Final exam (2h): the knowledge and skills acquired during the whole program

### Re-sit Exam Procedures:

See the full procedures in the pedagogical regulations

*All assessments will cover the program as defined in the teaching note whether it has been treated in whole or in part during the course.*

## VII. BIBLIOGRAPHY

### ▪ Obligatory Reading

- Chopra, S. & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation* (6th Ed). Pearson Education
- Christopher, M. (2016) *Logistics and Supply Chain Management* (5th Ed), Financial Times

### ▪ Recommended Reading

- Beth, S., Burt, D. N., Copacino, W., Gopal, C., Lee, H. L., Lynch, R. P., & Morris, S. (2003). Supply chain challenges. building relationships. *Harvard Business Review*, 81(7), 64–73, 117.
- Liker, J., & Choi, T. Y. (2004, December 1). Building Deep Supplier Relationships. Retrieved June 28, 2017, from <https://hbr.org/2004/12/building-deep-supplier-relationships>
- Santanu Mandal. (2017). The influence of dynamic capabilities on hospital-supplier collaboration and hospital supply chain performance. *International Journal of Operations & Production Management*, 37(5), 664–684. <https://doi.org/10.1108/IJOPM-05-2016-0249>
- Says, R. Q. (n.d.). Developing Trust and Relationships in the Supply Chain using Social Media | The European Business Review. Retrieved June 28, 2017, from <http://www.europeanbusinessreview.com/developing-trust-and-relationships-in-the-supply-chain-using-social-media/>
- Simchi-Levi, D. (2015, June 9). Find the Weak Link in Your Supply Chain. Retrieved June 28, 2017, from <https://hbr.org/2015/06/find-the-weak-link-in-your-supply-chain>

## VIII. Course Schedule

Session	Theme	Additional Activities before classes
Lecture 1	<b>Understanding the Supply Chain</b> What is a supply chain: components, goals & processes? Why is it important for the organization?	Read chapter 1 & 2 (Chopra)
Lecture 2	<b>Supply Chain performance and Customer service</b> How to measure SC performance? What are the drivers of this performance? How SC helps to achieve excellent customer service?	Read chapter 3 (Chopra) & chapter 2 (Christopher)
Tutorial 1	Examples of supply chains	Read the examples in chapter 1 & 2 (Chopra). Answer to questions of the examples (p. 26-29), as well as of the chapter (p.29)
Lecture 3	<b>Designing distribution and supply networks</b> What are design options for distribution networks? How does globalization impact SC networks? What is the role of 3PL and 4PL providers? How to deal with risks, which are associated with global SC?	Read chapter 4, 6 (Chopra)
Tutorial 2	Case study: Kelloggs	Read the case study Check their corporate website for further information.
Lecture 4	<b>Planning demand and supply</b> How to build reliable forecasts and use aggregate planning? Choosing the appropriate strategy to manage demand and supply. Using generic inventory and postponement.	Read the chapter 7, 8, 9 (Chopra)
Tutorial 3	Individual presentation about current issues in SCM	Find examples of companies that are currently in a SCM project or are re-organizing their supply chain. Prepare a short summary of one example (news, issues or company project) to present to the class.
Lecture 5	<b>Inventory management</b> How inventory management affects SC performance? How to optimize product availability and safety inventory? How to reduce lead times, use JIT methods.	Read Part IV (Chopra)
Lecture 6	<b>Facilities and Warehousing</b> Selection and location of facilities in a global supply network. How to effectively organize warehouses? Using RFID technology to optimize goods movement.	Read chapter 5 (Chopra)

Tutorial 4	Introduction to the SCOR Model	<p>Read the overview of the SCOR model</p> <ul style="list-style-type: none"> <li>- identify the key elements in this model</li> <li>- analyze the improvement of processes with the SCOR model</li> <li>- identify the critical factors for a successful improvement project</li> </ul> <p>Read the case study of using SCOR at a consumer products company and apply previous theoretical points of the SCOR model to this case study.</p>
Tutorial 5	<p>Group project presentation:</p> <p><b>How an effective supply chain is managed</b></p> <p><b>Part 1 – The supply chain network</b></p> <p><i>The presentation evaluation is part of the assessment</i></p>	<p>Analyze the supply chain of one high-performing company (selected from the Gartner Top25 Supply Chains).</p> <p>Each group prepare a powerpoint presentation:</p> <ul style="list-style-type: none"> <li>- Describe the supply chain considering different factors of the supply chain: manufacturing vs. purchasing, transportation, distribution, the global network.</li> <li>- Explain the difficulties encountered by the company in the management of the SC</li> </ul>
Lecture7	<p><b>International Transportation</b></p> <p>Understand the role of transportation in SC. What are the advantages of each mode of transport?</p>	<p>Read chapter 14 (Chopra)</p> <p>Answer to questions of these chapters</p>
Tutorial 6	<p>Group project presentation:</p> <p><b>How an effective supply chain is managed</b></p> <p><b>Part 2 – Customer service</b></p> <p><i>The presentation evaluation is part of the assessment</i></p>	<p>Read the document entitled "Customer Service Programme" which outlines how to identify customer needs and measure service performance.</p> <p>Each group prepare a powerpoint presentation:</p> <ul style="list-style-type: none"> <li>- Identify customer service needs of the company</li> <li>- Describe how customer needs are served with this configuration of the supply chain</li> </ul>
Tutorial 7	<p>Mid-term test based on:</p> <ul style="list-style-type: none"> <li>- 20 multiple choice questions</li> </ul>	<p>Revision of lectures 1-6</p> <p>In addition, every student select one point that is of special interest to you and briefly explain why you consider this an important point in supply chain management. This work is a writing paper of 200-300 words prepared at home (due date on the day of Tutorial 7).</p>
Lecture 8	<p><b>Sourcing and Procurement</b></p> <p>Understand the trade-off between “make” or “buy” strategies? How to select, manage and assess suppliers? How various contract types affect SC performance?</p>	<p>Read Chapter 15 (Chopra)</p>

Tutorial 8	Group work: Procurement needs and strategies (same groups and companies as TD5)	Read the case study CIPS & OPITO: The importance of sustainable purchasing and supply. During the tutorial, we analyze the purchasing needs in the companies from the group project of TD5. Each group will identify the different items that need to be procured by the company and describe the best method for this.
Lecture 9	<b>Information technology in a supply chain</b> Use of IT systems in managing CRM, internal operations and supplier relationships. Understanding big data, cloud computing and IoT.	Read Chapter online (Chopra)
Lecture10	<b>Coordination in a supply chain</b> What are obstacles in SCM? What methods can be used to improve coordination? Building an agile SC.	Read the chapter 10 (Chopra) and 13, 14 (Christopher)
Tutorial 9	Case study: Morrisons UK	Read the case study. Check their corporate website. Find more information about the use of ERP systems, especially the Oracle solution used by Morrisons. Study about IT solutions used in retail operations.
Lecture 11	<b>The sustainable supply chain</b> What characterizes a sustainable SC? How to analyze current SC's and find ways to improve sustainability? The global resource footprint of supply chains.	Read chapter 17 (Chopra) and chapter 15 (Christopher)
Tutorial 10	Group discussion: Sustainability in supply networks	Read the example of building a sustainable supply chain at IKEA. Find other examples of how companies deal with sustainability issues. Check company websites for their efforts on sustainability. Prepare a summary of one example.
Lecture12	<b>Global Supply Chain strategy and future trends</b> Understand the impact of globalization on SC networks. The importance of resilient and agile SC's? The role of virtual networks. The need for collaboration to deal with emerging trends.	Read chapter 6 (Chopra) & Chapter 10 (Christopher)
Tutorial 11	Group discussion: Global SC strategy and risk management	Read the documents provided. Analyze issues and risks of global SC's. Find other current examples.
Tutorial 12	Review	Review of all subjects covered



Year of study : 3	Semester: 5		
MARKETING STRATEGY AND COMMUNICATION			
Code: AMKG0501	ECTS: 4	Duration: 32h	
Lectures: 16 h	Course Work: 16 h	Practical Work: 0 h	Independent Study: 48 h
Prerequisites	-		
Co-requisites	-		

## I. INSTRUCTORS

- Lectures and Course Work :
- Sandra CARLOS, Course leader (Paris)
- Valérie LOUBAT (Nice)
- Elisaveta Wrangel (Yunnan)

## II. COURSE DESCRIPTION

This course offers an overview of the principles and processes of strategic marketing and communication, with emphasis on consumer behavior, new media, and international marketing. The topics covered will address current and future trends that are challenging the theory and function of local and international marketing, notably globalization and the advent of new social media and search engines. Managing Brands, understanding Services Marketing, as well as the importance of Integrated Marketing Communications will also be covered, enabling students to apply it to an international context.

## III. PEDAGOGICAL OBJECTIVES (*CILOs : Course Intended Learning Outcomes*)

When completed with success, the student should be able to:

- **Knowledge**
  1. Assimilate the fundamental theories and concepts pertaining to strategic Marketing (Segmentation/Targeting/Differentiation/Positioning) or consumer behavior
  2. Recognize the importance of Strategic Planning, branding or service marketing
  3. Comprehend the effective use of the analytic tools and models provided.

- **Skills**

4. Demonstrate the ability to anticipate potential problems when entering foreign markets.
5. Conceptualize the communication requirements when dealing with cultural diversity.
6. Prepare tables, charts and graphs to present information.
7. Analyze the data collected for the report as well as those contained in the case studies.
8. Research pertinent information and prepare a succinct report.

#### IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES

This course provides a selection of contributions to the overall program and the undergraduate objectives:

It will permit the students to:

- Understand the concept of marketing, including both the strategic marketing and operational marketing approaches in both a national and international environment.
- Develop an understanding of how to analyze case studies and present outcomes and decisions.
- Understand brief concepts of Marketing Research.

Moreover, as the course is delivered in English, students will be required to improve their professional English and be able to communicate their group work in spoken and written English.

#### V. PEDAGOGICAL METHODS

Power Point Presentations, case studies, discussions, on-line research, videos, and quizzes, will be used throughout the course, which is overall very dynamic and interactive.

## VI. ASSESSMENT

No. CILOS	Pedagogical objectives assessed	Mode of assessment and percentage	Description
1. to 8.		10% Participation	Students are expected to attend all classes and to participate fully in answering questions and joining discussions. They will receive a mark for this depending on how they have participated.
1.	Assimilate the fundamental theories and concepts pertaining to Marketing	20% Mid term test	<b>Multiple choice and short essay</b>
7.	Analyze the data in the case studies	20% Case studies which contributes to continual assessment.	<b>Case studies.</b>
3. 4. 7 & 8.	Prepare a report, presenting findings and concepts in a succinct manner.	25% of overall grade	<b>Final Report:</b> an outline for an internationalization strategy for A real/existing product or service, which has mainly been sold in the home country of the chosen company. Each team will have to do a Board Report (30 pages)
8.	Present facts in a succinct manner	25% of overall grade.	<b>Final PowerPoint Presentation</b> of the final report (20 mins)

Re-sit Exam Procedures:

See the full procedures in the pedagogical regulations

All assessments will cover the program as defined in the teaching note whether it has been treated in whole or in part during the course.

## VII. BIBLIOGRAPHY

- Obligatory Reading
  - Case Studies, handouts, and PPT slides
  - Armstrong G., Kotler P. (2018), *Principles of Marketing*, Pearson (17th edition).
  - Kotler and Keller K.L., (2016), *Marketing Management*, Pearson (15th edition)
  - Mathieu, J. P., Roehrich G. (2005). Les trois représentations du marketing au travers de ses définitions. *Revue Française du Marketing*, (204), 39.
  - Helm, C., Jones, R. (2010), Brand governance: The New Agenda in brand management, *Journal of brand management*, 17(8), 545-547.
- Recommended Reading
  - Drossard A.L. Guceski P. (2010), *Le tour du marketing en 12 etapes*, Dunod Collection, La boîte à culture
  - Lendrevie J., Levy J., Lindon D. (2014), *Mercator*, Dunod, 14 ème édition
  - Marketing magazines : LSA, Point de Vente, Linéaires, les Echos...

## VIII. COURSE SCHEDULE

Session	Theme	Activities In-Class	Additional Activities Post Class/Preparatory
Lecture 1	Course introduction. PPT 1. Overview of Marketing (Marketing Basics) Marketing Environment  The Final Presentation. Set up Teams	PP Slides-Session 1  Getting started on the Final presentation	Decide on Products/Services to be Marketed in a different country.
Lecture 2	PPT 2. Segmentation, Targeting, Differentiation, Positioning.	PP Slides- Session 2  Activities: In-class activities  Understanding how to solve case studies	Case study: Launching of the Electric Solex
Lecture 3 + Tutorial	PPT 3. Product, Distribution and Pricing Decisions	PP Slides- Session 3  Activities: Case study: Launching of the Electric Solex  Final Presentation work	Case study: On-line marketing at Big Skinny
Lecture 4 + Tutorial	PPT 4. Promotional Mix and Communications.  - Traditional media, new media, non-media means of communication. - Evaluating the effectiveness of Advertising. - Marketing Process.	PP Slides- Session 4  Activities: New media presentations.  Case study: On-line marketing at Big Skinny	Revise for Mid Term Test

Lecture 5 + Tutorial	PPT 5.a. Consumer behaviour, motivation, values, attitudes, and personality. 5.b. Characteristics affecting consumer behavior: reference groups - the consumer decision-making process.	PP slides-Session 5. & 6.  Activities: Activities on consumer behaviour.  Final Presentation work Mid Term Test	Case study: Hubspot: inbound marketing and web.2  Final Pres. work
Lecture 6 + Tutorial	PPT 6. Strategic Planning and Marketing Audit	PP slides-Session 5. & 6.  Activities: Case study: Hubspot: inbound marketing and web.2	Case study: Nespresso  Final Pres. work
Lecture 7 + Tutorial	PPT 7. International Market Entry Strategies	PP slides-Session 7  Activities: Case study: Nespresso  Final Pres. work	Case study: Lenovo: Building a Global Brand  Final Pres. work
Lecture 8 + Tutorial	PPT 8. Brands and Brand Management	PP slides-Session 8  Activities: Case study: Lenovo: Building a Global Brand	Case study: Procter and Gamble (part A)  Final Pres. work
Lecture 9 + Tutorial	Brand Focus:	PP slides- Session 9  Activities Case study: Procter and Gamble (part A)  Class activity on auditing a brand.	Case study: Procter and Gamble (part B) Final Pres. work
Lecture 10 + Tutorial	PPT 10. The role of services, managing services, creating value with service concepts	Procter and Gamble (part B): Groups present their communication strategies for re-positioning the Brand  Final Pres. work	Case Study: Dr. Becket's Dental Office  Finalise the Project
11 Tutorial	Reviewing the key concepts	Class activity: Dr. Becket's Dental Office	Finalise Report Power Point Presentations

Lecture 12	Final Presentations		
---------------	---------------------	--	--

<b>Academic year :</b> 2017-2018	<b>Semester : 5 – ( 3rd year )</b>				<b>Nice Campus</b>	
<b>FRENCH CULTURE &amp; CIVILIZATION</b>						
<b>Code : AGRH0501</b>	<b>ECTS :</b> (Exchange students) <b>6</b>	<b>Total : 36h</b>	<b>Lectures : 12</b>	<b>Tutorials : 12</b>		
<b>Pre-requisites</b>						
<b>Co-requisites</b>						

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### I. Lecturer

- Ms. A Mater
- Mr. J-L. Vannier

### II. Objectives

The course introduces the students to the culture, society and recent history of France.

The aim is to provide a more thorough understanding of French culture and civilization by presenting certain aspects of contemporary France across themes that are wide-ranging, varied and viewed from a multidisciplinary perspective (economic, cultural, political and social).

In examining these aspects together, the course questions the extent to which France is a multicultural society struggling to preserve what is meant by *l'exception française*, or that which is distinctively French.

### III. Course content

French Institutions and Policy making

- The constitution of the 5<sup>th</sup> Republic and the Presidency
- The multiplicity of French political parties
- Education and elitism – the effects of May 1968
- Decentralisation and the importance of the 'Regions'
- France in Europe – a market of 59 million consumers

Aspects of French Culture

- Literature: theatre and cinema
- Television: from state monopoly to privatisation and the media
- Food and wine: French haute and nouvelle cuisine



- Sport, games and pastimes in France
- Cultural debates – Paris vs the provinces, French language and the linguistic policies, gender issues

#### The French character

- Importance of language in defining identity;
- Standardization of the language;
- Individualism;
- Concepts of space and time.

### IV. Learning Outcomes

On completion of this module students should have a broad appreciation of France and its people. A critical understanding of the French and their culture will be illuminated by the complexities found in French history as well as human characteristics such as concepts of time and space, the importance of the French language and *Francophonie*.

### V. Evaluation system

Final Exam	50%
Mid-term Assessment:	15%
Continuous Assessment:	35%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

### VI. Resits

July 2018 - see academic calendar

### VII. e-Learning

There is no formal e-learning element for this course, however a number of online resources are available to students for further research and background reading.

### VIII. IPAG resources:

The following are both available through the IPAG intranet (<http://ipagora.ipag.fr/>)

**Dow Jones Factiva:** Business news, information and sophisticated search tools.

**ProQuest ABI:** Thousands of full-text journals, dissertations, working papers, newspapers such as The Wall Street Journal and The Financial Times, as well as country- and industry-focused reports and data.

## **IX. Reading**

Course-specific materials will be provided by your lecturers during the course.

*Course not available to Ipag students.*

<b>Academic year :</b> 2017-2018	<b>Semester : 6 – (3rd year)</b>				<b>Nice Campus</b>
<b>FRENCH BEGINNER LEVEL 1</b>					
<b>Code : AL1F0501</b>	<b>ECTS :</b> (Exchange students) <b>6</b>	<b>Total : 30</b>	<b>Lectures :</b>	<b>Tutorials : 30</b>	
<b>Pre-requisites</b>					
<b>Co-requisites</b>					

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### I. Lecturer

Mrs. Sandrine BASILICO

### II. Objectives

Develop the student's knowledge of written and spoken French through progressive development of listening, writing, speaking and reading skills,

Understand spoken French at beginner's level

Enable the student to try to use situational French in everyday situations

### III. Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Tutorials will introduce students to specific French vocabulary, phrase formation and Grammar construction.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Listening for gist
- Listening for specific vocabulary
- Drills on very basic grammatical structures
- Structural exercises on pronouns, prepositions, conjunctions and adjectives, verbs in the present tense.
- Simple phrase formation.

#### IV. Learning Outcomes

On completion of this module the student will be able to:

- Understand basic written and spoken French in everyday situations.
- Start to acquire basic everyday language.

#### V. Evaluation system

<b>Final Exam</b> (oral 20% + written 30%)	<b>50%</b>
Participation :	25%
Continuous Assessment:	25%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

#### VI. Resits

July 2018 - see academic calendar

#### VII. e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

#### VIII. Reading

Adapted reading material will be provided by Lecturer during the course

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*

<b>Academic year :</b> 2017-2018	<b>Semester : 5 – (3rd year)</b>				<b>Nice Campus</b>	
<b>FRENCH POST BEGINNER LEVEL 2</b>						
<b>Code :</b> AL1F0501	<b>ECTS :</b> (Exchange students) <b>6</b>		<b>Total : 30</b>	<b>Lectures :</b>	<b>Tutorials : 30</b>	
<b>Pre-requisites</b>						
<b>Co-requisites</b>						

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### **I. Lecturer**

Mrs. C. BRIFFAUT

### **II. Objectives**

Develop the student's knowledge of written and spoken French through progressive development of listening, writing, speaking and reading skills,

Understand spoken French at Post beginner's level

Enable the student to try to use situational French in everyday situations

### **III. Course content**

The learning process will involve a variety of approaches so as to enhance student experiences. Tutorials will introduce students to specific French vocabulary, phrase formation and Grammar construction.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Listening for gist
- Listening for specific vocabulary
- Drills on very basic grammatical structures
- Structural exercises on pronouns, prepositions, conjunctions and adjectives, verbs in the present tense.
- Simple presentations using basic phrases
- Reading from simple documents pertaining to French environment and daily social life.

#### IV. Learning Outcomes

On completion of this module the student will be able to:

- Understand well basic written and spoken French in everyday situations.
- Start to acquire basic everyday language.

#### V. Evaluation system

<b>Final Exam</b> (oral 20% + written 30%)	<b>50%</b>
Participation :	25%
Continuous Assessment:	25%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

#### VI. Resits

July 2018 - see academic calendar

#### VII. e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

#### VIII. Reading

Adapted reading material will be provided by Lecturer during the course

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*

<b>Academic year :</b> 2017-2018	<b>Semester : 5 – (3rd year)</b>				<b>Nice Campus</b>
<b>FRENCH INTERMEDIATE LEVEL 3</b>					
<b>Code :</b> AL1F0501	<b>ECTS :</b> (Exchange students) <b>6</b>	<b>Total : 30</b>	<b>Lectures :</b>	<b>Tutorials : 30</b>	
<b>Pre-requisites</b>					
<b>Co-requisites</b>					

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### I. Lecturer

Mrs. Florence OMAZZI

### II. Objectives

Develop the student's knowledge of written and spoken French through progressive development of listening, writing, speaking and reading skills,

Understand the use of the **present**, **past**, **future** and **conditional** tenses.

Enable the student to **formulate** phrases using cause, consequence and Hypothesis.

### III. Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Tutorials will introduce students to specific French vocabulary, phrase formation and Grammar construction.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Summarising press articles
- Writing essays and messages
- Drills on grammatical structures-adverbs adjectives prepositions and pronouns
- Speaking in everyday situations-asking for and giving of information, signing and terminating contracts and making complaints.
- Reading from national and international newspapers of documents pertaining to French environment and daily social life

#### IV. Learning Outcomes

On completion of this module the student will be able to:

- Understand written and start using spoken French in everyday situations
- Communicate effectively in a variety of contexts.

#### V. Evaluation system

<b>Final Exam</b> (oral 20% + written 30%)	<b>50%</b>
Participation :	25%
Continuous Assessment:	25%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

#### VI. Resits

July 2018 - see academic calendar

#### VII. e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

#### VIII. Reading

Adapted reading material will be provided by Lecturer during the course

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

Course open to exchange students.



<b>Academic year :</b> 2017-2018	<b>Semester : 5 – (3rd year)</b>				<b>Nice Campus</b>	
<b>FRENCH ADVANCED LEVEL 4</b>						
<b>Code :</b> AL1F0501	<b>ECTS :</b> (Exchange students) <b>6</b>		<b>Total : 30</b>	<b>Lectures :</b>	<b>Tutorials : 30</b>	
<b>Pre-requisites</b>						
<b>Co-requisites</b>						

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### I. Lecturer

Mr. O. LELONG

### II. Objectives

Develop the student's knowledge of written and spoken French through progressive development of listening, writing, speaking and reading skills, using **sophisticated** documents.

Understand spoken French at an **advanced** level.

Enable the student to use **situational French** in complex situations

### III. Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Tutorials will introduce students to specific French vocabulary, phrase formation and Grammar construction.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Situational dialogues and role plays
- Development of discourse functions such as description, narration, instruction and explanation.
- Drills on grammatical structures-adverbs adjectives, prepositions ,pronouns and conjunctions and compound tenses
- Reading from documents devised for advanced students
- Presentations based on specific themes

#### IV. Learning Outcomes

On completion of this module the student will be able to:

- Understand written and spoken French in **all** everyday situations
- Communicate effectively in a variety of **complex** contexts.

#### V. Evaluation system

Final Exam (oral 20% + written 30%)	50%
Participation :	25%
Continuous Assessment:	25%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

#### VI. Resits

July 2018 - see academic calendar

#### VII. e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

#### VIII. Reading

Adapted reading material will be provided by Lecturer during the course

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*

Academic year : 2017-2018	Semester : 6 – ( 3rd year )				Nice Campus
BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY					
Code : AMGT0502	ECTS : (IPAG students) 6 (Exchange students) 4	Total : 32h	Lectures : 12	Tutorials : 12	
Pre-requisites					
Co-requisites					

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

## I. Lecturer

- Mr. P Chaix

## II. Objectives

The course provides an understanding and appreciation of some of the major moral and ethical problems that may be encountered by business managers of 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.

## III. Course content

Real ethical scenarios are examined to introduce each topic, leading to deeper discussion at the end of each session. Topics covered in the course are the following:

- An introduction to the theoretical background of ethics
- Ethical decision making and contemporary issues
- Stakeholders and Corporate Social Responsibility
- The firms interaction with the environment
- Ethics and Information Technology
- Marketing and Advertising
- Ethics and Financial reporting
- Corporate Governance and ethical corporate culture

## IV. Learning Outcomes

The course aims to give the students an overview of the theories that support ethical decision making and to help them understand the importance of having a code of ethics. Adopting a global perspective and using real-world business ethics cases, the course highlights the dilemmas of ethical decision-making and ethical leadership.

## V. Evaluation system

Final Exam	50%
Mid-term Assessment:	15%
Continuous Assessment:	35%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

## VI. Resits

July 2018 - see academic calendar

## VII. e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

## VIII. IPAG resources:

The following are both available through the IPAG intranet (<http://ipagora.ipag.fr/>)

**Dow Jones Factiva:** Business news, information and sophisticated search tools.

**ProQuest ABI:** Thousands of full-text journals, dissertations, working papers, newspapers such as The Wall Street Journal and The Financial Times, as well as country- and industry-focused reports and data.

## IX. Other resources

A number of other credible resources are available through the internet, including:

- **BBC News:** [news.bbc.co.uk](http://news.bbc.co.uk)
- **The Economist:** [www.economist.com](http://www.economist.com)
- **Time magazine:** [www.time.com](http://www.time.com)
- **Business Week:** [www.businessweek.com](http://www.businessweek.com)

## X. Reading

### Essential reading

Stanwick and Stanwick, 2014 (2<sup>nd</sup> Edition). *Understanding Business Ethics*: Pearson

## XI. Course outlook

Type	Theme
LEC.1	- Overview of Course - The Foundations of Ethical Thought (Ch. 1)
LEC.2	- The Evolving Complexities of Business Ethics (Ch. 2) - Stakeholders and Corporate Social Responsibility (Ch. 3)
LEC.3	- Ethical Leadership and Corporate Governance (Ch. 5)
LEC.4	- Decision Making and Human Resource Issues (Ch. 7)
LEC.5	- Ethics and Financial Reporting (Ch. 4) - Strategic Planning, Corporate Culture, and Corporate Compliance (Ch. 6)
LEC.6	- Ethics and the Environment (Ch. 8) - Marketing and Advertising (Ch. 10)
LEC.7	- Ethics and Information Technology (Ch. 9) - Ethical Issues in the Developing World (Ch. 11)
LEC.8	- Establishing a Code of Ethics and Ethical Guidelines (Ch. 12) - Evaluation Corporate Ethics (Ch. 13)
TUT.1	- Real-Life Ethical Dilemma Exercise - Real-Life Case Study - Assignment of Research Topics
TUT.2	- Real-Life Ethical Dilemma Exercises - Real-Life Case Study
TUT.3	- Real-Life Ethical Dilemma Exercise - Real-Life Case Study - <i>Research Presentations</i>
TUT.4	- Real-Life Ethical Dilemma Exercise - Real-Life Case Study - <i>Research Presentations</i>
TUT.5	- Real-Life Ethical Dilemma Exercise - Real-Life Case Study - <i>Research Presentations</i>
TUT.6	- Real-Life Ethical Dilemma Exercise - Real-Life Case Study - <i>Research Presentations</i>
TUT.7	- Real-Life Ethical Dilemma Exercise - Real-Life Case Study - <i>Research Presentations</i>
TUT.8	- Real-Life Ethical Dilemma Exercise - Review

Course open to exchange students.

<b>Academic year :</b> 2017-2018	<b>Semester : 6 – ( 3rd year )</b>				<b>Nice Campus</b>	
<b>FRENCH CULTURE AND CIVILIZATION</b>						
<b>Code : AMGT0603</b>	<b>ECTS : 6</b>		<b>Total : 32h</b>	<b>Lectures : 12</b>	<b>Tutorials : 12</b>	
<b>Pre-requisites</b>						
<b>Co-requisites</b>						

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### Lecturer

- Anaïs MATER
- Jean-Luc VANNIER

### Objectives

The course introduces the students to the culture, society and recent history of France.

The aim is to provide a more thorough understanding of French culture and civilization by presenting certain aspects of contemporary France across themes that are wide-ranging, varied and viewed from a multidisciplinary perspective (economic, cultural, political and social).

In examining these aspects together, the course questions the extent to which France is a multicultural society struggling to preserve what is meant by "l'exception française," or that which is distinctively French.

### Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Lectures will introduce students to issues, concepts, theories and approaches.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

#### **French Institutions and Policy making**

- The constitution of the 5th Republic and the Presidency

- The multiplicity of French political parties
- Education and elitism - the effects of May 1968
- Decentralisation and the importance of the 'Regions'
- France in Europe - a market of 59 million consumers

### Aspects of French Culture

- Literature: theatre and cinema
- Television: from state monopoly to privatisation and the media
- Food and wine: French haute and nouvelle cuisine
- Sport, games and pastimes in France
- Cultural debates - Paris vs the provinces, French language and the linguistic policies, gender issues

### The French character

- Importance of language in defining the identity;
- Standardization of the language;
- Individualism;
- Concepts of space and time.

### Learning Outcomes

On completion of this module the student will be able to:

- By the end of the course students should have a broad appreciation of France and her people.
- A critical understanding of the French and their culture will be illuminated by the complexities found in French history as well as human characteristics such as concepts of time and space, the importance of the French language and "Francophonie".

### Evaluation system

<b>Final Exam</b>	<b>50%</b>
Mid-term Assessment:	15%
Continuous Assessment:	35%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

### Resits

July 2018 - see academic calendar

## e-Learning

There is no formal e-learning element for this course, however a number of online resources are available to students for further research and background reading.

### IPAG resources:

The following are both available through the [IPAG intranet](http://intranet.ipag.fr/) (<http://intranet.ipag.fr/>)

**Dow Jones Factiva:** Business news, information and sophisticated search tools.

**ProQuest ABI:** Thousands of full-text journals, dissertations, working papers, newspapers such as The Wall Street Journal and The Financial Times, as well as country- and industry-focused reports and data.

### Other resources

A number of other credible resources are available through the internet, including:

- **BBC News:** [news.bbc.co.uk](http://news.bbc.co.uk)
- **The Economist:** [www.economist.com](http://www.economist.com)
- **Time magazine:** [www.time.com](http://www.time.com)
- **Business Week:** [www.businessweek.com](http://www.businessweek.com)

## Reading

### Required reading

Course-specific material is provided by your lecturer during the course.

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course closed to French students.*



Year of Study: 2017-2018	Semester: 6 - (3rd year)		Campus: Nice	
GLOBAL TRADE				
Code: AECO0601	ECTS: Ipag students 4 ; Exchange students 6		Duration: 32 hours	
Lectures: 12 hours	Course Work: 12 hours	Practical Work: hours	Independent Study:	
Prerequisites	N/A			
Co-requisites	N/A			

## I. INSTRUCTORS

- **Lectures:**
  - Patrick LECOY
- **Coursework:**
  - Patrick LECOY

## II. COURSE DESCRIPTION

This course will demonstrate and explain the various strategies of commercial and investment developments in international markets, with a focus on the emerging countries. It will also give an advanced introduction on risk-management in the context of such international developments.

## III. PEDAGOGICAL OBJECTIVES (*CILOs: Course Intended Learning Outcomes*)

1. To lead the students to capture and understand the various strategies and related implications for developing commercial presence in the emerging markets.
2. To provide students with a comprehensive view of information sources, risk-mitigation instruments and payment methods.
3. To provide students with a comprehensive view of the various types of insurance policies and public guarantees and financial lines applicable in international business as well as the means to optimize their utilization and negotiation.
4. To prepare graduates for careers in international business and commerce: risk managers, general managers, CFOs.
5. To give students an introduction to international commodity-finance and forex-hedging strategies.

## IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES

1. Self-management regarding time keeping, planning and organisation of work required to complete the semester;

2. The use of databases as a source of both academic and business data for the preparation of assignments;
3. Academic writing for university students.

## V. PEDAGOGICAL METHODS

Class lectures, articles and readings, group work and class discussions.  
A mix of theory and real-life, concrete project examples

## VI. ASSESSMENT

Pedagogical objectives assessed	Mode of assessment and percentage	Description
	Group project 35%	Interactive teaching approach fostering active participation and group discussions.
	Mid term exam 15%	combination of short and open-ended questions
	<b>Final Examination 50%</b>	Final exam: combination of short and open-ended questions assessing depth of understanding, ability to analyse and ability to evaluate course-related material.

Re-sit Exam Procedures: IPAG procedures

## VII. BIBLIOGRAPHY

- **Obligatory Reading**
  - Class lecture-materials and articles/journals announced during the course of the semester.

- **Recommended Reading**

Hill, C.W. (2016). International Business: competing in the global marketplace (11<sup>th</sup> ed). McGraw Hill  
ISBN-10: 1259578119  
ISBN-13: 978-1259578113

Krugman, P.R., Obstfeld, M., Melitz, M. (2014). International Economics: Theory and Policy (10<sup>th</sup> ed). Pearson  
ISBN-10: 0133423646  
ISBN-13: 978-0133423648



Sloman, J. (2016). Essentials of Economics (7<sup>th</sup> ed). Pearson

ISBN-10: 1292082240

ISBN-13: 978-1292082240

Bagwell, K., Staiger, R.W. (2017). Handbook of Commercial Policy (1<sup>st</sup> ed). North Holland

ISBN-10: 0444639217

ISBN-13: 978-0444639219

## VIII. Course Schedule

Session	Theme	Additional Activities
Lecture 1	Introductory lecture.	Research-task 1: Search for an opinion-piece/journal on trade policy instruments; present main arguments concisely.
Tutorial 1	Introductory group activity.	Assignment 1: short writing exercise (250 words).
Lecture 2	Trade Policy Instruments.	Research-task 2: Search for an opinion-piece/journal on free-trade vs protectionism; present main arguments concisely, with commentary.
Tutorial 2	Practice Questions, and review of article/academic journal.	Assignment 2: writing exercise (250 words) plus summary of article/Journal.
Lecture 3	Trade Theory I.	Research-task 3: Search for an opinion-piece/journal on country-differences in productive ability; present main arguments concisely, with commentary.
Tutorial 3	Practice Questions, and review of article/academic journal.	Assignment 3: writing exercise (250 words) plus summary of article/Journal.
Lecture 4	Trade Theory II.	None.
Tutorial 4	Practice Questions, and review of article/academic journal.	Assignment 4: writing exercise (250 words) plus summary of article/Journal.
Lecture 5	History of Global Trading System.	Research task 4: search for 2 articles with opposing arguments with regard to a free trade agreement of your choice; summarize discussion in one piece of writing.
Tutorial 5	Group discussion, independent writing exercise, & Review of article/academic journal.	Assignment 5: writing exercise (250 words) plus summary of article/Journal
Lecture 6	Bilateral vs Multilateral trade agreements.	Research-task 5: Search for 2 articles on the trade policy history/economic experience of a developed and developing country respectively; summarize talking-points of each article and include a comparative analysis of the two economies.
Tutorial 6	Group discussion, independent writing exercise, & Review of article/academic journal.	Assignment 6: writing exercise (250 words) plus summary of article/Journal.
Lecture 7	Trade policy and economic experience.	None.
Tutorial 7	Group discussion, independent writing exercise, & Review of article/academic journal.	Assignment 7: writing exercise (250 words) plus summary of article/Journal.
Lecture 8	Writing session.	None.
Tutorial 8	Writing session.	Assignment 8: organizing previous assignments into one piece of writing, including articles selected by students.

Lecture 9	Globalisation I: disintegration of supply chains and managing risk of fluctuating exchange rates.	None.
Tutorial 9	Group discussion, independent writing exercise, & Review of article/academic journal.	Assignment 9: writing exercise (250 words) plus summary of article/Journal.
Lecture 10	Globalisation II: Unbundling headquarter functions.	None.
Tutorial 10	Review of article/academic journal.	Assignment 10: writing exercise (250 words) plus summary of article/Journal.
Lecture 11	Government policy with respect to MNCs and global financial institutions.	None.
Tutorial 11	Review of article/academic journal.	Assignment 11: writing exercise (250 words) plus summary of article/Journal.
Lecture 12	Concluding remarks.	None.
Tutorial 12	Advice on term paper finalization.	<p>Complete term paper, involving all coursework and researched articles, responding to a series of questions such as:</p> <ol style="list-style-type: none"> <li>1. What makes international trade a contentious subject?</li> <li>2. How have trade patterns and trade policy evolved with globalization?</li> <li>3. Are there stark differences across regions/countries with respect to trade policy?</li> <li>4. What considerations ought to be considered when setting trade policy and commercial regulations?</li> <li>5. Historically, what impact have free trade agreements had on participants - choose any trade agreement(s).</li> </ol> <p>NB: high quality work involves systematic treatment of a wide range of arguments and data, as well as personal deductions and conclusions.</p>

Academic year : 2017-2018	Semester : 6 – ( 3rd year )				Nice Campus
INTERNATIONAL FINANCE					
Code : AFIN0602	ECTS : (IPAG students) 3 (Exchange students) 3	Total : 24 h	Lectures : 10	Tutorials : 8	
Pre-requisites					
Co-requisites					

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### Lecturer

- Mr.N. O'Connor

### Objectives

"The increasing openness and interdependence between countries" could be a simple definition of Globalization. This process has many causes and implications (cultural, technological, political, environmental, etc.), but it is widely accepted that Finance is the dimension in which it is most advanced. The course focuses on understanding the theory of international finance and on its real world applications from a business point of view. Understanding the foreign exchange markets and world capital markets (banking, debt and equity) is necessary to carry out a sound and effective management of the firm from a financial point of view. And since multinational corporations face opportunities but also risks, financial management involves the design of appropriate strategies to hedge the company from actual and potential risks through the use of the different types of financial assets (such as derivatives) available for this purpose.

### Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Lectures will introduce students to issues, concepts, theories and approaches.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows :

- The Foreign Exchange Market
- Market players
- Spot rates, forward rates and foreign exchange swaps

- A model of foreign exchange markets: interest parity
- Real monetary assets, interest rates and exchange rates
- Foreign Exchange Intervention
- International Capital Markets:
- International Credit and Money Markets
- International Bond Market
- International Equity Markets
- Globalization and Market Integration
- Risk Management and Hedging Strategies
- Forecasting Exchange Rates
- Measuring Exposure to Exchange Rate Fluctuations
- Foreign currency futures and options
- Managing Transaction Exposure
- Managing Economic and Translation Exposure
- Taxation as a consideration,
- "hedge funds" and tailor-made products

## Learning Outcomes

On completion of this module the student will be able to:

- Understand consequences of international financial transactions.
- Introduce basic financial concepts and analytical techniques,
- Introduce their application to international transactions.
- Understand the decisions taken by economic agents and their interaction in the markets.
- Analyse economic and market indicators when taking decisions within the organisation.
- Express and understand spoken and written communication in English at an advanced level in the international business environment.

## Evaluation system

<b>Final Exam</b>	<b>50%</b>
Mid-term Assessment:	15%
Continuous Assessment:	35%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

## Resits

July 2018 - see academic calendar

## e-Learning



There is no formal e-learning element for this course, however a number of online resources are available to students for further research and background reading.

### e-trading

Some tutorials will be done using a social trading platform such as Etoro (<http://www.etoro.com/>).

### IPAG resources:

The following are both available through the [IPAG intranet](http://intranet.ipag.fr/) (<http://intranet.ipag.fr/>)

**Dow Jones Factiva:** Business news, information and sophisticated search tools.

**ProQuest ABI:** Thousands of full-text journals, dissertations, working papers, newspapers such as The Wall Street Journal and The Financial Times, as well as country- and industry-focused reports and data.

### Other resources

A number of other credible resources are available through the internet, including:

- **BBC News:** [news.bbc.co.uk](http://news.bbc.co.uk)
- **The Economist:** [www.economist.com](http://www.economist.com)
- **Time magazine:** [www.time.com](http://www.time.com)
- **Business Week:** [www.businessweek.com](http://www.businessweek.com)

## Reading

### Required reading

*International Finance; A practical perspective?* Adrian Buckley, Cranfield School of Management, Cranfield University - See more at: <http://catalogue.pearsoned.co.uk/educator/product/International-Finance-A-practical-perspective/9780273731863.page#sthash.RaEBnhOs.dpuf>

### Recommended reading

- *Fundamentals of Corporate Finance*, Parrino & Kidwell., 2009, Willey
- *Fundamentals of Corporate Finance*, Ross, Westerfield, Jordan, 2003, International Edition, Mc Graw-Hill
- *International Finance: a Casebook*, First Edition, Desai, Willey series
- *Foundations of Multinational financial management*, Shapiro & Sarin, Sixth Edition, Willey

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

Course open to exchange students.



Year of Study: 3	Semester: 6		
INTERNATIONAL MARKETING			
Code: AMKG0602	ECTS : (IPAG students) 4 (Exchange students) 6	Duration: 32 h	
Lectures: 12	Course Work: hours 12	Practical Work: 0 hours	Independent Study: 48 hours
Prerequisites	Principles and processes of strategic marketing and communication		
Co-requisites			

## I. INSTRUCTORS

- **Lecturers :**  
Valerie LOUBAT, Nice, Course leader
- **Course Work :**  
Valerie LOUBAT, Nice, Course leader

## II. COURSE DESCRIPTION

Students overview all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations. Topics include a wide span of international marketing; social, cultural, political, and legal environments; international market-entry opportunities; planning and managing market entry strategies and products; global distribution and pricing; international promotion, sales, and negotiation; and international market planning.

## III. PEDAGOGICAL OBJECTIVES (CILOS : COURSE INTENDED LEARNING OUTCOMES)

Upon completion of this course, students should be able to:

### Knowledge

1. Handle key terms, definitions, and concepts used in marketing with an international perspective.
2. Distinguish the advantages and disadvantages local country products and services possess in international marketing in both emerging markets and mature markets.

3. Explain the impact of both global and regional influences on products and services for consumers and businesses and the importance of the Internet for global business.
4. Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).

### **Skills**

5. Develop market entry strategies and an effective international marketing plan for use in a foreign market.
6. Evaluate different cultural, political, and legal environments influencing international trade.
7. Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).
8. Ability in collecting data and preparing tables, charts and graphs to present information.

## **IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES**

This course provides a selection of contributions to the overall program and the undergraduate objectives:

It will allow students to understand the basic concept of international & global marketing, including both the strategic marketing and operational marketing approaches in an international environment and its impact on local markets. The course will help them to develop an understanding of how to analyze companies' case studies and present outcomes and decisions while providing students with communication requirements when dealing with cultural diversity.

Moreover, as the course is delivered in English, students will be required to improve their professional English and be able to communicate their group work in spoken and written business English.

## **V. PEDAGOGICAL METHODS**

Commenting International marketing news, Power Point Presentations, company case studies, debates, on-line research, videos, and quizzes, will be used throughout the course, which is overall very dynamic and interactive.

## VI. ASSESSMENT

**Continual assessment:** Homework / mid-term Quiz / In-class Group Work / Discussions

Pedagogical objectives assessed No. CILOS	Mode of assessment and percentage	Description
1 to 12	Final Exam: 50%	Business case study and related questions
1. to 12	Business Project 35%	Students are expected to participate teamwork and deliver a written report on a their business project.
1 to 12	Business Project 15% Oral Presentation	Students are expected to present their conclusions and answer questions on their project.

Re-sit Exam Procedures:  
See the full procedures in the pedagogical regulations

All assessments will cover the program as defined in the teaching note whether it has been treated in whole or in part during the course.

## VII. BIBLIOGRAPHY

### ▪ **Mandatory Reading**

Jain, S.C.,(2001) International Marketing, (Editor). 6<sup>th</sup> Edition: Thomson Learning.  
McAuley, A., (2001), International Marketing Consuming Globally, Thinking Locally, Wiley & Sons Ltd  
Cateora, P. Papadopoulos, N. Gilly, M. Graham, J. (2011), *International Marketing*. 3rd Canadian Edition. Toronto, ON: McGraw-Hill Ryerson. ISBN: 978-007013679-3

### ▪ **Recommended Reading**

Bennett, R. (1998) International Marketing,, 2nd Edition: Kogan Page.  
Bremmer, I. (2015). Les nouvelles règles de la mondialisation. Harvard Business Review, 10, 112-117

## VIII. COURSE SCHEDULE

Session	Theme	Additional Activities Post Class/Preparatory
Lecture 1	Introduction to International Marketing (Marketing Basics) Global Marketing Environment	Intercultural concepts. Intercultural theorists Successes & Mistakes
Tutorial 1		Assignment of International Marketing: Brands / Products / Services Marketed in different countries <b>In-Class Activities</b> - Case topics - Case discussion
Lecture 2	STP Process / Global context	Defining concepts Segmentation, Targeting, Differentiation, Positioning./ Cross-cultural aspects Kinds of strategies
Tutorial 2	Prepare for group assignment	<b>In-Class Activities</b> Pair work In-class activities Analyzing Brand strategies Exercise assignment Case Study: NIVEA, TESLA Analyzing items
Lecture 3	Brands and Brand Management	Internet & branding From Brand content to Storytelling
Tutorial 3	Prepare for group assignment	<b>In-Class Activities</b> Case study: Skoda Building a Global Brand Correcting previous assignment Participation assignments
Lecture 4	Product, Distribution and Pricing Decisions	4Ps reminder International aspects of Mix Marketing / Ups & Downs - DOs & DON'Ts
Tutorial 4	Prepare for group assignment	<b>In-Class Activities</b> Case study : <b>McCain &amp; Motorola</b>

Lecture 5	Promotional Mix and Communications.	<ul style="list-style-type: none"> <li>- Traditional media, new media, non-media means of communication.</li> <li>- Evaluating the effectiveness of Advertising.</li> <li>- Marketing Process.</li> </ul>
Tutorial 5		Revise for Mid Term Test  <b>In-Class Activities</b> <ul style="list-style-type: none"> <li>- New media presentations.</li> </ul> Case study: <b>Red Bull</b> WOM & viral strategies  Final Pres. work
Lecture 6	Cross-cultural Consumer behaviour, motivation, values, attitudes, and personality.	Characteristics affecting consumer behavior: reference groups - the consumer decision-making process.
Tutorial 6		<b>Mid-Term assessment</b>  <b>In-Class Activities</b> Activities on consumer behaviour. Case study: <b>FORD</b> <ul style="list-style-type: none"> <li>- Studies, surveys &amp; action plans</li> </ul>
Lecture 7	Strategic Planning and Marketing Audit	<ul style="list-style-type: none"> <li>- Cultural requirements</li> <li>- Monitoring</li> </ul>
Tutorial 7		Correcting Mid-term test  <b>In-Class Activities:</b> Case study: <b>Amway</b> Planning On-line & Off-line strategy  Final Pres. work
Lecture 8	International Market Entry Strategies	Risk management Risk through business continuity programs Partnerships Ansoff theory

Tutorial 8	Prepare for group assignment	<b>In-Class Activities:</b> Case study: <b>TOTAL, Rolls Royce,</b> Taking on contracts and increase market share  Final Pres. Work Exchanging tutorial point of views
Lecture 9	<b>Corporate responsibilities throughout the world</b>	-CSR Strategy & process - Developing Values Based Performance Culture - Contributing to sustainable development / increase international brand image
Tutorial 9	Prepare for group assignment	<b>In-Class Activities:</b> Case Study: <b>Primark</b> Class activity on auditing a brand. Final Pres. Work
Lecture 10	<b>The role of services, managing services, creating value with service concepts</b>	- Customer focus policy - Role of Blogs - Competitive advantage
Tutorial 10	Prepare for group assignment	<b>In-Class Activities:</b> Case Study: <b>Portakabin, TNT</b> Core strategies of customer focus and aligning with corporate values to influence the organisation's culture. Final Pres. work
Lecture 11	<b>Governance, monitoring &amp; metrics</b>	- Political & Legal Environment - Economic Environment - Social & cultural - Technological Environment
Tutorial 11	Prepare for group assignment	<b>In-Class Activities:</b> Case Study: <b>Cadbury Schweppes</b> investment in a greenfield site in Poland and its entry into the Polish confectionery market.  Final Presentations
Lecture 12	<b>Exclusive on-line international marketing strategies</b>	-The genesis -Customer partnership -An open closed-loop successful activity

Tutorial 12		<b>In-Class Activities:</b> Case Study: <b>OnePlus</b> Overview & Review previous chapters Reviewing the key concepts Writing Reports Power Point Presentations  Preparing final exam
-------------	--	---

<b>Academic year :</b> 2017-2018	<b>Semester : 6 – ( 3rd year )</b>				<b>Nice Campus</b>
<b>SMALL BUSINESS DEVELOPMENT</b>					
<b>Code :</b> AMKG0601	<b>ECTS :</b> (Exchange students) <b>6</b>	<b>Total : 32h</b>	<b>Lectures : 12</b>	<b>Tutorials : 12</b>	
<b>Pre-requisites</b>					
<b>Co-requisites</b>					

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### Lecturer

- Mr Tony BROOKING

### Objectives

The main aim of the Small Business development course is:

- To allow the student to discover whether he / she is the kind of person who will be good at managing their own business.
- To allow the student to explore the possibility of setting-up his / her own business after his / her studies or at a later date
- To provide the knowledge and the understanding required to set-up a sound business.
- To develop the knowledge and the understanding required to manage a small business.
- To develop and improve upon various business techniques and knowledge which will allow him / her to produce a business plan.

### Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Lectures will introduce students to issues, concepts, theories and approaches.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Small business in the economy,
- Entrepreneurs and owner-managers,
- The small business environment,



- Innovation and the market place
- start-ups and franchises,
- Successful small business strategies
- Management of resources
- Feasibility studies
- Identifying the opportunity and researching the idea
- Routes to market
- Business planning

### Learning Outcomes

On completion of this module the student will be able to:

- Decide whether he/she wants to be his/her own boss and if he / she has the capacity and skills to work as self-employed.
- Identify sources of relevant information and advice
- Analyse information / data and use these within a coherent business plan.
- Analyse information / data and use these assess the performance of exiting small businesses.
- To present business proposals both orally and in writing

### Evaluation system

<b>Final project</b>	<b>60%</b>
participation:	10%
Course work/attendance	30%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the Final project.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

### Resits

July 2018 - see academic calendar

### e-Learning

There is no formal e-learning element for this course, however a number of online resources are available to students for further research and background reading.

### IPAG resources:

The following are both available through the [IPAG intranet](http://intranet.ipag.fr/) (<http://intranet.ipag.fr/>)

**Dow Jones Factiva:** Business news, information and sophisticated search tools.

**ProQuest ABI:** Thousands of full-text journals, dissertations, working papers, newspapers such as The Wall Street Journal and The Financial Times, as well as country- and industry-focused reports and data.

### Other resources

A number of other credible resources are available through the internet, including:

- **International New York times**
- **The Economist:** [www.economist.com](http://www.economist.com)
- **Financial Times**
- **Business Week:** [www.businessweek.com](http://www.businessweek.com)

Reading

### Required reading

*“Small Business Management - A Case Study Approach”*, David Stokes, Letts

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*

Academic year : 2017-2018	Semester : 6 – ( 3rd year )				Nice Campus
STRATEGIC HUMAN RESOURCES MANAGEMENT					
Code : AMGT0601	ECTS : (IPAG students) 4 (Exchange students) 6	Total : 32h	Lectures : 12	Tutorials : 12	
Pre-requisites	Introduction to HR				
Co-requisites					

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### Lecturer

- Mr C. Alavoine

### Objectives

The main aim of the Human Resource Strategy course is to:

- Establish the role of Human Resource Strategy (HRS) within the strategic management of the organisation taking a European perspective of the principal characteristics necessary to build a business plan.
- Provide students with an understanding of the concepts of strategic human resources which help to make organisations more effective in a modern context

### Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Lectures will introduce students to issues, concepts, theories and approaches.

Weekly case studies will allow students to apply the concepts of strategic HRM. Class discussions and group written work will form an integral part of this learning process.

In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.

## Learning Outcomes

On completion of this module the student will be able to:

- Understand the strategic role of HRM in maximising human resources.
- Evaluate the foundations of SHRM through its various approaches: Best Practice, Best Fit, High Performance Work Systems and High Commitment
- Understand the concepts human resource development for forward-looking skills management, and for organisational and individual flexibility
- Understand tools for talent management
- Understand the concepts of knowledge management
- Understand how to manage organisational change

## Evaluation system

<b>Final Exam</b>	<b>50%</b>
Mid-term Assessment:	15%
Weekly case study assignments:	35%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

## Resits

July 2018 - see academic calendar

## e-Learning

There is no formal e-learning element for this course, however a number of online resources are available to students for further research and background reading.

## IPAG resources:

The following are both available through the IPAG Ipagora intranet (<http://ipagora.ipag.fr/>)

**Dow Jones Factiva:** Business news, information and sophisticated search tools.

**ProQuest ABI:** Thousands of full-text journals, dissertations, working papers, newspapers such as The Wall Street Journal and The Financial Times, as well as country- and industry-focused reports and data.

### Other resources

A number of other credible resources are available through the internet, including:

- **BBC News:** [news.bbc.co.uk](http://news.bbc.co.uk)
- **The Economist:** [www.economist.com](http://www.economist.com)
- **Time magazine:** [www.time.com](http://www.time.com)
- **Business Week:** [www.businessweek.com](http://www.businessweek.com)

### Reading

#### Course Main Textbook

*Truss, C., Mankin, D. and Kelliher, C. (2012), Strategic Human Resource Management, OUP Oxford*

There is also a Kindle version of this book for download from Amazon France.

#### Recommended Reading

- Armstrong, M. (2006), *Strategic Human Resource Management: A Guide to Action*, 3rd Ed, London: Kogan.
- Redman, T. and Wilkinson, A. (2013), *Contemporary Human Resource Management: Texts and Cases*, 4th Edition, Harlow: Pearson.

### Online resources

- ProQuest ABI: Thousands of full-text journals, dissertations, working papers, newspapers such as The Wall Street Journal and The Financial Times, as well as country- and industry-focused reports and data.
- Specific journals: *International Journal of Human Resource Management* Available through the IPAG Ipagora intranet: <http://ipagora.ipag.fr/>  
*Chartered Institute of Personnel and Development:* [www.cipd.co.uk](http://www.cipd.co.uk)  
This site includes many articles and papers on HR.

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*

Year of Study: 3	Semester: 2			Campus: Nice
TOURISM MARKETING				
Code: AMKG0604	ECTS: 3		Duration: 24 hours	
Lectures: 10	Course Work: 8	Practical Work:	Independent Study:	
Prerequisites	Principles and Practices of Marketing			
Co-requisites	None			

## I. INSTRUCTORS

- **Lectures :**

Dr Jeanette McDonald (Lecturer - Researcher IPAG)

- **Course Work :**

Dr Jeanette McDonald (Lecturer - Researcher IPAG)

## II. 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

## III. PEDAGOGICAL OBJECTIVES (*CILOs : Course Intended Learning Outcomes*)

- **Knowledge outcomes: At the end of this module students should be able to:**

1. Present the Tourism Industry and highlight the involvement of the sub sectors
2. Explain the characteristics and nature of services
3. Define the Tourism Product
4. Describe the available service marketing techniques

- **Skills: At the end of this module students should be able to:**

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

## IV. CONTRIBUTION TO THE PROGRAMME AND THE YEAR OBJECTIVES

This course provides a selection of contributions to the overall programme and yearly objectives. Students will be required to present and communicate their group project in spoken and written English. Groups will be multi-cultural in nature, thus signifying adaptability and overcoming the challenges that come with not only teamwork, but also the different cultural dimensions. The Group Projects will provide the fundamentals of management as the students will be required to manage their time, resources and allocation of work. The content of the course will have an ethical stance and application encouraging an awareness of social responsibility within the tourism industry. Finally, students will obtain the knowledge and skills required in the specialisation of marketing services in one of the most global economically developed industries.

## V. PEDAGOGICAL METHODS

An array of lectures and tutorials will be provided for this course. Interaction via questions and answer sessions are encouraged by students during the delivery of both lectures and tutorials. Topic discussion questions and case studies are presented to apply the array of concepts discussed during the lecture period. Students will also present their project work on an ongoing basis during tutorials, enabling regular feedback, clarity and support for the final group project.

## VI. ASSESSMENT

Pedagogical objectives assessed (CILOs)	Mode of assessment and percentage	Description
1.2.3.4	Quiz 15%	Open questions that enable students to demonstrate their knowledge via independent reading and course revision.
6.7.8.	Participation 10%	Ongoing class presentations (15 mins) working toward end project.
5.6.7.8.	Group Project 25%	Oral presentation (30 mins) where groups provide a recommended Tourism Product and Service Marketing Mix for a specific market.
1.2.3.4.5.8.	Final Exam 50%	Academic essay format for final exam (3hrs). Students to demonstrate critical thinking and development of subject knowledge.

### Re-sit Exam Procedures:

See the full procedures in the pedagogical regulations

*All assessments will cover the program as defined in the teaching note whether it has been treated in whole or in part during the course.*

## VII. BIBLIOGRAPHY

### ▪ Obligatory Reading

- Middleton *et al.*, (2009) Marketing in Travel and Tourism (4<sup>th</sup> Ed). Routledge  
ISBN: 0750686936
- Fletcher *et al.*, (2013) Tourism Principles and Practices (5<sup>th</sup> Ed). Pearson.  
ISBN: 0273758276
- Binter *et al.*, (2016). Marketing Mix and Tourist Destination Image: The Study of Destination Bled, Slovenia. *Organizacija Journal of Management, Informatics and Human Resources*, 49(4), 209-223
- Buckley, R (2012) Sustainable Tourism: Research & Reality. *Annals of Tourism Research*, Vol. 39, No. 2, pp. 528-546
- Dolnicar, S., & Ring, A. (2014). Tourism marketing research: Past, present and future. *Annals of Tourism Research*, 47, 31-47.
- Pomeroy, A. *et al.*, (2011). Conceptualising a contemporary marketing mix for sustainable tourism. *Journal of Sustainable Tourism*, Vol. 19(8), 953-969
- Martín-Santana, J.D. *et al.*, (2017). Antecedents and consequences of destination image gap. *Annals of Tourism Research*, 62, 13-25
- UNWTO (1999). "Global Code of Ethics for Responsible Tourism."  
<http://www.unwto.org>
- UNWTO (2016). "Tourism Highlights 2016."  
<http://mkt.unwto.org/publication/unwto-tourism-highlights-2016-edition>

### ▪ Recommended Reading

- Holloway, J. and Humphrey, C. (2016). The Business of Tourism (10<sup>th</sup> 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



## VIII. Course Schedule

Session	Theme	Additional Activities
Lecture 1	Introduction to Tourism Marketing	Familiarise with the UNWTO website. Read UNWTO Statistical Highlights and bring to tutorial.
Tutorial 1	Organise students into project groups/Evolution of Tourism Product/Importance of Stats	Read chapters, prepare for following lecture.
Lecture 2	Tourism Determinants of Demand/Motivational Theories/Characteristics of Services	Preparation of discussion questions
Tutorial 2	Application of Tourism and Service Characteristics/students to present answers	Read the UNWTO Global Code of Ethics
Lecture 3	Ethical Considerations in Tourism	Preparation for tutorial debate
Tutorial 3	Alternative Tourisms – an ethical solution?	Read chapter, prepare for following lecture.
Lecture 4	Tourism Product Formulation	Preparation of Case Study
Tutorial 4	Understanding the Tourism Product – application via Case Study	Revision for Quiz (mid-term)
Lecture 5	Quiz	Preparation for in class presentations
Tutorial 5	Groups to present project ideas (evidence of statistical support/reading/organisation)	Read chapter, prepare for following lecture.
Lecture 6	Service Marketing Mix	Preparation for in class presentations
Tutorial 6	Groups to present project ideas (evidence of statistical support/reading/organisation)	Read chapter, prepare for following lecture.
Lecture 7	Service Marketing Mix (cont.)	Preparation of Group Projects
Tutorial 7	Group presentations and submission of written report.	Read chapter, prepare for following lecture.
Lecture 8	Tourism Marketing Planning	Prepare revision questions for tutorial
Tutorial 8	Revision and Final Exam Preparation	

Academic year : 2017-2018	Semester : 6 – (3rd year)				Nice Campus	
FRENCH LEVEL 1						
Code : AL1F0601	ECTS : (Exchange students) 6		Total : 40h	Lectures :	Tutorials : 30	
Pre-requisites						
Co-requisites						

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### Lecturer

Mrs. Sandrine BASILICO

### Objectives

Develop the student's knowledge of written and spoken French through progressive development of listening, writing, speaking and reading skills,

Understand spoken French at beginner's level

Enable the student to try to use situational French in everyday situations

### Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Tutorials will introduce students to specific French vocabulary, phrase formation and Grammar construction.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Listening for gist
- Listening for specific vocabulary
- Drills on very basic grammatical structures
- Structural exercises on pronouns, prepositions, conjunctions and adjectives, verbs in the present tense.
- Simple phrase formation.

## Learning Outcomes

On completion of this module the student will be able to:

- Understand basic written and spoken French in everyday situations.
- Start to acquire basic everyday language.

## Evaluation system

<b>Final Exam</b> (oral 20% + written 30%)	<b>50%</b>
Participation :	25%
Continuous Assessment:	25%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

## Resits

July 2017 - see academic calendar

## e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

## Reading

Adapted reading material will be provided by Lecturer during the course

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*

Academic year : 2017-2018	Semester : 6 – (3rd year)				Nice Campus	
FRENCH LEVEL 2						
Code : AL1F0601	ECTS : (Exchange students) 6		Total : 30	Lectures :	Tutorials : 30	
Pre-requisites						
Co-requisites						

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### Lecturer

Mrs. C BRIFFAUT

### Objectives

Develop the student's knowledge of written and spoken French through progressive development of listening, writing, speaking and reading skills,

Understand spoken French at Post beginner's level

Enable the student to try to use situational French in everyday situations

### Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Tutorials will introduce students to specific French vocabulary, phrase formation and Grammar construction.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Listening for gist: identifying topic, context or function
- Listening for general and specific vocabulary
- Drills on basic grammatical structures
- Structural exercises on pronouns, prepositions, conjunctions and adjectives, verbs in the present, future, past (passé composé) tense.
- Simple presentations using basic phrases

- Reading from simple documents pertaining to French environment and daily social life.

## Learning Outcomes

On completion of this module the student will be able to:

- Understand well basic written and spoken French in everyday situations.
- Start to acquire basic everyday language.

## Evaluation system

<b>Final Exam</b> (oral 20% + written 30%)	<b>50%</b>
Participation :	25%
Continuous Assessment:	25%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

## Resits

July 2018 - see academic calendar

## e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

## Reading

Adapted reading material will be provided by Lecturer during the course

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*

<b>Academic year :</b> 2017-2018	<b>Semester : 6 – (3rd year)</b>				<b>Nice Campus</b>
<b>FRENCH LEVEL 3</b>					
<b>Code :</b> AL1F0601	<b>ECTS :</b> (Exchange students) <b>6</b>	<b>Total : 30</b>	<b>Lectures :</b>	<b>Tutorials : 30</b>	
<b>Pre-requisites</b>					
<b>Co-requisites</b>					

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### Lecturer

Mrs. F OMAZZI

### Objectives

Develop the student's knowledge of written and spoken French through progressive development of listening, writing, speaking and reading skills,

Understand the use of the **present**, **past**, **future** and **conditional** tenses.

Enable the student to **formulate** phrases using cause, consequence and Hypothesis.

### Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Tutorials will introduce students to specific French vocabulary, phrase formation and Grammar construction.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Summarising press articles
- Writing essays and messages
- Drills on grammatical structures-adverbs adjectives prepositions and pronouns
- Speaking in everyday situations-asking for and giving of information, signing and terminating contracts and making complaints.

- Reading from national and international newspapers of documents pertaining to French environment and daily social life

## Learning Outcomes

On completion of this module the student will be able to:

- Understand written and start using spoken French in everyday situations
- Communicate effectively in a variety of contexts.

## Evaluation system

<b>Final Exam</b> (oral 20% + written 30%)	<b>50%</b>
Participation :	25%
Continuous Assessment:	25%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

## Resits

July 2018 - see academic calendar

## e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

## Reading

Adapted reading material will be provided by Lecturer during the course

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*

Academic year : 2017-2018	Semester : 6 – (3rd year)				Nice Campus
FRENCH ADVANCED LEVEL 4					
Code : AL1F0601	ECTS : (Exchange students) 6	Total : 30	Lectures :	Tutorials : 30	
Pre-requisites					
Co-requisites					

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups.*

### Lecturer

Mr. Olivier LELONG

### Objectives

Develop the student's knowledge of written and spoken French through progressive development of listening, writing, speaking and reading skills, using **sophisticated** documents.

Understand spoken French at an **advanced** level.

Enable the student to use **situational French** in complex situations

### Course content

The learning process will involve a variety of approaches so as to enhance student experiences. Tutorials will introduce students to specific French vocabulary, phrase formation and Grammar construction.

Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows:

- Situational dialogues and role plays
- Development of discourse functions such as description, narration, instruction and explanation.
- Drills on grammatical structures-adverbs adjectives, prepositions ,pronouns and conjunctions and compound tenses



- Reading from documents devised for advanced students
- Presentations based on specific themes

## Learning Outcomes

On completion of this module the student will be able to:

- Understand written and spoken French in **all** everyday situations
- Communicate effectively in a variety of **complex** contexts.

## Evaluation system

<b>Final Exam</b> (oral 20% + written 30%)	<b>50%</b>
Participation :	25%
Continuous Assessment:	25%

To receive the credits for this course, students must obtain:

- an average mark of **10** or more, *and*
- a minimum mark of **8** in the exam.

*Note that standard IPAG calculators will be issued for tests and exams. Please ask your course leader if you would like help in working with this calculator.*

## Resits

July 2018 - see academic calendar

## e-Learning

There is no formal e-learning element for this course; however a number of online resources are available to students for further research and background reading.

## Reading

Adapted reading material will be provided by Lecturer during the course

*In addition to formal teaching time, students are also expected to do their own reading as well as preparation work and any other work required for continuous assessment as individuals or in groups*

*Course open to exchange students.*