



## **COURSE SYLLABUS**

**Academic Year 2016-2017**

### **Major**

**International Business**

### **Major Coordinator:**

**David Gripper**

This major is aimed at students who want to increase their knowledge and develop the specific aptitudes required for a career in international management. It provides teaching that is oriented towards the opportunities resulting from globalisation and the multicultural environment. These specificities combined with teaching in English and/or international content ensures that students obtain a better understanding of the management challenges encountered throughout the value chain in the global economy.

Students will learn about demand creation and satisfaction in the global context including the management techniques that are essential to operating in the diversity of contexts present in the world. The teaching programme can be divided into several sub-areas combining theoretical and practical work including the international business environment, cross cultural issues, organisational issues and current focus which provides the flexibility and adaptability to respond to the continuous changes encountered by international business people.

## Detailed course syllabus

### Academic year 2016-2017

Major:	<b>International Business</b>
Course:	International Business Environment
Code:	<b>IBSM2-1MRH11</b>
Semester:	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2
Campus:	<input type="checkbox"/> Paris <input checked="" type="checkbox"/> Bordeaux <input type="checkbox"/> Chambéry <input type="checkbox"/> London
Module hours:	<b>45</b>
ECTS credits:	<b>5</b>
Teaching language:	<input type="checkbox"/> French <input checked="" type="checkbox"/> English

### 1. Module description

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This course provides students with the concepts and historical frame that act as a basis for analysing and monitoring the global business environment to allow them to respond to this constantly changing context.

The Conflict Analysis module will introduce the students to some of the new tools and frameworks for conflict analysis have been developed during the last 20 years, most notably: the “actors analysis” & “personality profiles” “the life cycle of international conflict management”, “Levels of Analysis”, the concept of “Greed and Grievance”, “the onion” or “Positions, Interests and Needs”, the “culture iceberg”, a short introduction to “conflict mapping”.

The Geopolitics module will study some of the major influences on our understanding of the subject so as to provide the basis for analysis and reaction to future situations that may be encountered by international businesses. It also encourages students to apply this content to evaluate potential changes to the global geopolitical balance over the next few years.

The International Trade module will be an opportunity to combine geopolitical and geostrategic elements (events, countries, conflicts, development policies and their impacts) with developments in the International Business sphere (commercial alliances, companies and their intermediates, resources, countries and spheres to invest in).

For students having followed the second-year “Geopolitics” class and the “Trade Export” Minor, this module will build on the foundations provided by both subjects.

### 2. Learning objectives

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The Conflict Analysis module will enable students:

**To know**

- Different approaches to the notion of conflict
- The stages of conflict analysis,
- Some of the basic tools of conflict analysis used today in international relations and peace research.
- The basic ethical rules concerning the use of sources of information.

**To be able to**

- Identify reliable sources of information on a given conflict situation.
- Apply basic ethical rules concerning the use of sources of information on conflicts.
- Apply Basic Cultural Tools to Conflict Situations.
- Master at least 3 or 4 tools of conflict analysis (Personality Profiles, Life Cycle of International Conflict Management, Levels of Analysis, The Onion, the Culture Iceberg, personal conflict styles...)
- Discuss conflict situations in English.

**To be**

- At ease in team work.
- Respectful of actors in conflict situations
- Able to culturally adapt and step out of one's own culture
- Be able to step back and be objective

The Geopolitics course will enable students to:

- evaluate the viability of states and their ambitions;
- distinguish the present political order (with its unique potentialities for both good and evil) from the preceding political order (and its very different worldview);
- understand the historical underpinnings of the world confronting us today;
- analyse contemporary events armed with both their historical context and a vision that is ruthlessly strategic rather than blindly reactive;
- recognise the leadership that distinguishes statesmen (Churchill, de Gaulle, Gandhi, Mandela) from politicians (Blair, Bush, etc.)

The International Trade module will result in students:

- being able to work, learn and exchange in a foreign language presenting a sound quality of writing and speaking
- being able to have some knowledge of which countries are on the move and/or on the rise economically speaking but also socially ....
- increasing their knowledge of countries, communities, the business environment (firms, conglomerates, strategies, connections, networks), and exchanges

The module should also permit students to be capable of advising companies willing to invest in some particular geographical areas but also in particular industries while taking into account geopolitical elements.

### **3. Prerequisites**

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Competence in English: Preparation TOEIC

At least one of the following minors: International Trade, International Business Environment

Ability to take notes.

Strong Interest in Geopolitics and in the business sphere evolutions (actors, alliances, geopolitical evolutions...)

#### 4. Teaching methods

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Lecture       Introductory seminar       Tutorial       Conference       E-learning

Other, specify: Participative teaching methods including case study, brainstorming and discussion

#### 5. Reading material

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Indicative and up to date reading material will be provided by teachers during classes in addition to references cited below.

Ho-Won Jeong, 'Conflict Management and Resolution: An Introduction', (Routledge, Talyor & Francis Group, London and New York, 2010).

Joseph S. Nye Jr., David A. Welch, 'Understanding Global Conflict and Cooperation: An Introduction to Theory and History, 8<sup>th</sup> Edition', (Pearson Education, Longman Paris, 2011)

Ho-Won Jeong, 'Understanding Conflict and Conflict Analysis', (Routledge, Talyor & Francis Group, London and New York, 2008).

Berth Danermark, Mats Ekström, Liselotte Jakobsen, and Jan Ch. Karlsson, Explaining Society "Critical realism in the social sciences". (Routledge, 2 Park Square, Milton Park, Abingdon, Oxon, OX14 4RN.

Shmueli, Deborah . "Conflict Assessment." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess.

Conflict Research Consortium, University of Colorado, Boulder. Posted: October 2003

<[http://www.beyondintractability.org/essay/conflict\\_assessment/](http://www.beyondintractability.org/essay/conflict_assessment/)>.

Another possible case: Mingorance Fidel, *The flow of Palm Oil, Columbia Belgium Europe, a study from a Human Rights' Perspective*, HREV, CBC, November 2006, [www.cbc.collectifs.net/doc/informe\\_en\\_v3-1.pdf](http://www.cbc.collectifs.net/doc/informe_en_v3-1.pdf) applied to African palm oil exploitation in Columbia

Levy, Jack S., 'Theories of Interstate and Intrastate War, a 'Levels of Analysis Approach', in Crocker, Chester, Hampson, Fen Osler, Aall, Pamela. (eds). *Turbulent Peace, The Challenges of Managing International Conflict* (Washington D.C.: United States Institute of Peace Press, 2003). Chapter I pp.3-27.

Ramsbotham Oliver, Woodhouse Tom, Miall Hugh, *Contemporary Conflict Resolution*, 2nd edition (Cambridge: Polity Press, 2007), Chapter 1 pp. 3-31.

O'Neill Tom, 'Curse of the Black Gold, Hope and betrayal on the Niger Delta', *National Geographic* , February 2007, <http://ngm.nationalgeographic.com/2007/02/nigerian-oil/oneill-text/1>

Explore the Nigeria page of the International Crisis Group <http://www.crisisgroup.org>

Homework: Shell in Nigeria: find out what the key actors of the conflict are and try to work out what their positions, needs and interests also are.

Fisher S. and al. *Working with Conflicts* (London: Zed books, 2000) Chapter 2, pp. 17-36.

Maiese, Michelle. "Interests, Positions, Needs, and Values." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Research Consortium, University of Colorado, Boulder. Posted: August 2004

<<http://www.beyondintractability.org/essay/interests/>>.

<http://www.un.org/peace/africa/Diamond.html>

Korf Benedikt, 'Re-thinking the Greed-Grievance Nexus: Property Rights and the Political Economy of War in Sri Lanka', *Journal of Peace Research*, Vol. 42, no. 2, 2005, pp. 201-217.

Collier Paul, 'Economic Causes of Civil Conflict and their implications for Policy', in Crocker, Chester, Hampson, Fen Osler, Aall, Pamela. (eds).

*Turbulent Peace, The Challenges of Managing International Conflict* (Washington D.C.: United States Institute of Peace Press, 2003). Chapter 10, pp; 143-162.

#### 6. Assessment

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Intermediate exam: %

Final exam: **16.67%**

Group project: **13.33%**

Individual project: %

Oral presentation: 40%

Continuous assessment: **30%** Specify: Individual and group exercises, tests and class work

### Detailed assessment methods for each course

Courses	Assessment Methods	Weights
Conflict analysis	Oral presentation (50%), Group project (40%), Presence (10%)	1/3
Geopolitics	Oral presentation (50%), Participation (30%)	1/3
International Trade	Continuous control (50%), 2-hour final exam (50%)	1/3

## 7. Course outline

N°	Conflict Analysis	Course hours
1	Presentation of the course, its objectives and rules, definition of conflicts...	1.5
2	What are conflicts, where do they come from and what is conflict analysis?	1.5
3	Cultural Perceptions ... Culture as a Source of Conflict? Communication and Conflict.	1.5
4	The Culture Iceberg" as applied to YOU!	1.5
5	Personality Profiles...	1.5
6	Conflict at the International Business Level	1.5
7	Actors Analysis, "Position needs interest" ... Origins of conflicts	1.5
8	Economies of War; 'Greed and Grievance'; Management Methods	1.5
9	Case studies	1.5
10	Oral presentations	1.5

N°	Geopolitics	Course hours
1	Machiavelli on Politics and Geopolitics: the universality and dynamics of class struggle (the ruled, the ruler, and the regime);	1.5
2	the preference of peoples for princes or republics (the place of the people in the state); the ambitions of a nation (open and closed political orders).	1.5
3	The European Political Order: princes and priests (the rise of post-Roman Europe);	1.5
4	the liberal democratic advent (the American & French Revolutions); the totalitarian advent (communism and fascism).	1.5
5	The Great Game: European colonialism; the collapse of the Ottoman Empire (World War I); the end of colonialism and the beginning of neo-colonialism (World War II);	1.5
6	the last and greatest push for global domination (the Cold War); the failure of global leadership (the post-Cold War interlude).	1.5
7	The Global War on/of Terror: Iran (the rise and fall of our policeman in the Gulf); the Soviet Invasion of Afghanistan (giving the Russians their own Vietnam);	1.5

8	the post-Afghan project of bin Laden (reducing America to a shadow of its former self); Iraq (the American over-reaction); ISIS (the (proxy) war between Sunni Saudi Arabia and Shiite Iran).	1.5
9	The Future: Europe (unity, expansion, global leadership?); Russia (a reborn imperial power?);	1.5
10	the United States (a second chance at global leadership?); Africa (the emergence of good governance?); China (a world to bend to its will?).	1.5

<b>N°</b>	<b>International Trade</b>	<b>Course hours</b>
1	Overview of the current business sphere:	1.5
2	Evolutions, new alliances and actors to consider, events	1.5
3	Focus on some South American Nations and their investments potentials (resources, policies, enterprises and intermediates) including taking geopolitical events into account:	1.5
4	Argentina, Brazil and Columbia	1.5
5	Focus, as above, on the Asian-Pacific zone and Eurasia:	1.5
6	Australia, Azerbaijan, Indonesia, Japan and Thailand,	1.5
7	Focus, as above, on Africa and the Middle-East:	1.5
8	Algeria, Egypt, Nigeria, Qatar and Tanzania	1.5
9	Europe and Eastern nations:	1.5
10	Bulgaria, Iceland, Latvia and the former Soviet Satellites (Ukraine)	1.5

## Detailed course syllabus Academic year 2016-2017

Major:	<b>International Business</b>
Module:	Multi-cultural Management
Code:	<b>IBSM2-1MRH12</b>
Semester:	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2
Campus:	<input type="checkbox"/> Paris <input checked="" type="checkbox"/> Bordeaux <input type="checkbox"/> Chambéry <input type="checkbox"/> London
Module hours:	<b>45</b>
ECTS credits:	<b>5</b>
Teaching language:	<input type="checkbox"/> French <input checked="" type="checkbox"/> English

### 1. Module description

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This module is oriented to the practical aspects of doing business in the multi-cultural global environment by building on the theoretical knowledge and completing the business tools provided by other courses in the major, minors and common modules.

The Multi-Cultural Management module examines different European, North and Latin American, African, and Asian countries as examples of management styles and mindsets.

The International Strategy module identifies the additional strategic risks and opportunities that arise in international business compared to a domestic business and reviews the strategies that are available for managing and minimising these risks whilst taking advantage of the different opportunities.

The International Negotiation module will introduce students to the added complexity of international negotiations resulting from the nature of the subjects and number of variables under negotiation. It will overlay this with a review of issues related to language and cultural differences.

### 2. Learning objectives

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The Multi-Cultural Management module will provide students with:

- An overview through a theoretical framework and the application of cultural differences to different countries.
- Tools for analysing cultural differences and solving daily problems in the multi-cultural workplace.
- Ability to analyse one's own culture and situate it within the framework.
- Ability to train for future work in a multicultural environment.

The International Strategy module will enable students:

- To analyse international strategic opportunities and threats
- To determine methods of countering threats and profiting from opportunities

- To recognise the different reasons and methods for international expansion

The International Negotiation module will enable students:

- To develop a formalised approach to negotiation
- To anticipate and adapt to different negotiating styles
- To manage complex negotiations with multiple variables and few limits

### 3. Prerequisites

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Competence in English: Preparation TOEIC

At least one of the following minors: International Trade, International Business Environment

### 4. Teaching methods

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Lecture     Introductory seminar     Tutorial     Conference     E-learning

Other, specify: Participative teaching methods including case study

### 5. Reading material

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Indicative and up to date reading material will be provided by teachers during classes in addition to references cited below.

Multi-Cultural Management:

Crane, Robert: "European Business Cultures", Financial Times, London, 1999.

Crane & Rizowy: "Latin American Business Cultures", Palgrave-Macmillan, London, 2010.

Dumetz, Jérôme, "Cross Cultural Management Textbook", 2012.

Francesco & Gold: "International Organizational Behavior", Prentice-Hall, New York, 2005.

Lempereur & Colson: "The First Move", John Wiley & sons, London, 2010.

Stahl, Mendenhall & Oddou: "International Human Resource Management and Organizational Behavior" (5th edition), Routledge, 2012.

Torrington, Hall, Taylor & Atkinson: "Human Resource Management" (8th edition), Financial Times, London, 2011. "Managing Multicultural Teams"

### 6. Assessment

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Intermediate exam     Final exam

Group project     Individual project     Oral presentation

Continuous assessment    Specify: Individual and group exercises, tests and class work



**Detailed assessment methods for each course**

Modules	Assessment Methods	Weights
Multi-cultural Management	Continuous control	1/3
International Strategy	Continuous control	1/3
International Negotiation	Continuous control	1/3

## 7. Course outline

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N°	Multi-cultural Management	Course hours
1	Introduction: Culture and Management Culture as a framework for one's thinking Dimensions of Culture Course structure	1.5
2	Ethics and Social Responsibility (1): What are ethics? Four Perspectives on Ethics Practical application	1.5
3	Ethics and Social Responsibility (2) Social Responsibility of Corporations	1.5
4	Negotiation and Conflict Resolution What is negotiation? The negotiation process. How culture influences the negotiation process. Negotiating tactics	1.5
5	Working in Multicultural Teams What is a group? Group processes. Group structure. What is a team?	1.5
6	Challenges in IHRM (1): Managing Global Talent Localization	1.5
7	International Human Resource Management (2): What is International Human Resource Management? International Corporate Strategy and IHRM Major IHRM functions Managing Expatriates	1.5
8	Motivation: What is Motivation? U.S. Motivation Theories and their Application Elsewhere. How Culture Influences Rewards The Meaning of Work across Cultures	1.5
9	Leadership (1): What is leadership? Culture and Leadership	1.5
10	Leadership (2): Leadership Theories Types of Leadership Legitimacy	1.5

	Leadership in Two Cultures Women as Leaders	
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N°	International Strategy	Course hours
1	Introduction, why internationalise? market entry methods: sales, local agent(s), local distributor(s), joint venture, subsidiary.	1.5
2	purchasing and production, the different types of FDI.	1.5
3	Financial / economic opportunities & threats: identifying and managing risks of non-payment, exchange rates, interest rates, inflation...	1.5
4	adapting or creating new business models: renting not selling, selling not renting, service not product...	1.5
5	Political (and legal) opportunities and threats:	1.5
6	protectionism, subsidies, taxation, corruption...	1.5
7	Cultural opportunities and threats:	1.5
8	what management methods can be transferred, adapted or need to be created?	1.5
9	Commercial opportunities and threats –	1.5
10	what parts of marketing mix can be transferred, adapted or need to be created?	1.5

N°	International Negotiation	Course hours
1	Preparation phase	1.5
2	Assessing the variables and predicting max/min limits	1.5
3	Confrontation phase	1.5
4	Confirming or changing assumptions, exchanging positions	1.5
5	Competition phase	1.5
6	Exchanging concessions	1.5
7	Collaboration phase	1.5
8	Creativity to add value	1.5
9	Conclusion phase	1.5
10	BATNA, alternative procedures	1.5

## Detailed course syllabus Academic year 2016-2017

Major:	<b>International Business</b>
Module:	Organisational Focus
Code:	<b>IBSM2-1MRH13</b>
Semester:	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2
Campus:	<input type="checkbox"/> Paris <input checked="" type="checkbox"/> Bordeaux <input type="checkbox"/> Chambéry <input type="checkbox"/> London
Module hours:	<b>45</b>
ECTS credits:	<b>5</b>
Teaching language:	<input type="checkbox"/> French <input checked="" type="checkbox"/> English

### 1. Module description

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The International Finance course considers the management and organisational aspects of conducting international business. It explains how international businesses organise themselves and why this is different from domestic companies.

The International Finance module explains to students:

- The major differences between full IFRS, IFRS SME, US GAAP and domestic GAAP in the world
- The qualification of the financial strategy of a group and /or a business unit based on the production of ratios as to liquidity, profitability, as to profitability
- The difference between business and corporate risk management in order to eradicate pure, emerging, speculative risks,
- The different business combination processes and the associated financial aspects (due diligence): pure merger, stocks available for sales, joint agreement,
- The monitoring of a Business Unit or Profit center and the associated tools (scorecards, budget, cost accounting)
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The international contracts module introduces the legal issues associated with an international business environment in order to identify and evaluate relevant business risks associated with international contracts. The module will examine both private and public law issues from an international and comparative perspective.

Additionally, the module will focus on the transactional aspects of international business as well as on the legal, cultural political and economic environment affecting managerial decisions which are made on an international and/or global scale.

The International organization and structure module allows student to:

- Develop knowledge of major issues in international management and those specific to different strategies

- Integrate cross-culture and international thinking into existing management and leadership competences
- Develop a methodical approach to identifying and managing issues in the international field

## 2. Learning objectives

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Ability to perform a quick financial diagnosis using IFRS or US GAAP

Ability to identify the value drivers in order to implement a growth strategy (capex decisions, merger acquisitions, stocks available for sales)

Ability to monitor the activity of a profit centre or a business unit using dedicated tools (scorecards, budget, management accounting)

Ability to identify the essential characteristics of national and international legal systems

Ability to understand the important aspects of civil law and common law legal systems

Ability to understand the principles and features of international contracts and trade

Ability to understand the relations between contracts and important business law issues in an international context (Intellectual Property Rights, Competition Law, Taxation laws)

Ability to relate international organization structure to strategy

Ability to determine where to work in an international company to maximize responsibility and career opportunities

Ability to develop an international career plan

## 3. Prerequisites

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Competence in English: Preparation TOEIC

At least one of the following minors: International Trade, International Business Environment

Competence in Mathematics

## 4. Teaching methods

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Lecture     Introductory seminar     Tutorial     Conference     E-learning

Other, specify: Participative teaching methods including case study

## 5. Reading material

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Indicative and up to date reading material will be provided by teachers during classes in addition to references cited below.

International organisation & structure

- Riding the waves of culture – by Fons Trompenaars & Charles Hamden-Turner
- Cultures & Organizations by Geert Hofstede & Gert Jan Hofstede
- Beyond Culture by Edward Hall

- Great IKEA!: A Brand for All the People (Great Brand Stories S.) by Elen Lewis
- Grinding It Out: The Making of Macdonalds by Ray Kroc
- McDonald's behind the arches by John F Love
- Nestle: The Secrets of Food, Trust and Globalization by Friedheim Schwarz

## 6. Assessment

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- Intermediate exam       Final exam  
 Group project       Individual project       Oral presentation  
 Continuous assessment      Specify: Individual and group exercises, tests and class work

### Detailed assessment methods for each course

Courses	Assessment Methods	Weights
International Finance	Continuous Assessment	1/3
International Contracts	Group Project (40%), Final Exam (60%)	1/3
International Organisation	Group project	1/3

## 7. Course outline

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N°	International Finance	Course hours
1	Structure of financial statements – benchmark US GAAP – IFRS – IFRS SME	1.5
2	Segment and interim reporting	1.5
3	Production of ratios –profitability, liquidity – quick financial diagnosis	1.5
4	Qualification of an investment, financing, distribution, value creation strategies – financial communication process	1.5
5	Business combination – mergers acquisition – joint agreement - stocks available for sales	1.5
6	Business combination and due diligence processes	1.5
7	Business risk management: launch of ne new product,	1.5
8	Net present value of an investment, termination of operations, hedging techniques	1.5
9	Auditing per business unit or profit centre: balanced scorecards, scorecards, dashboards, risk mapping, internal control, transfer pricing	1.5
10		1.5

N°	International Contracts	Course hours
1	Legal framework for international business	1.5
2	Sources of law for international business, different legal systems	1.5
3	International sales contracts	1.5
4	International sales legal issues	1.5
5	Competition law: Dominant position	1.5
6	Competition law: Cartels, Control of concentration	1.5

7	Intellectual property law: protection	1.5
8	Intellectual property law: exploitation & limits	1.5
9	International taxation: tax havens	1.5
10	International taxation: transfer prices	1.5

<b>N°</b>	<b>International Organisation &amp; Structure</b>	<b>Course hours</b>
1	Exporting companies -Theory + Case Study (Ikea)	1.5
2	Exporting companies - Practical application	1.5
3	Multi-Domestic companies - Theory + Case Study (Ford)	1.5
4	Multi-Domestic companies- Practical application	1.5
5	International Companies - Theory + Case Study (McDonalds)	1.5
6	International Companies- Practical application	1.5
7	Transnational Companies - Theory + Case Study (Nestlé)	1.5
8	Transnational Companies- Practical application	1.5
9	Student presentations / continuous assessment	1.5
10	Expatriation Case Study	1.5

## Detailed course syllabus

### Academic year 2016-2017

Major:	<b>International Business</b>
Module:	Current Issues
Code:	<b>IBSM2-1MRH14</b>
Semester:	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2
Campus:	<input type="checkbox"/> Paris <input type="checkbox"/> Bordeaux <input type="checkbox"/> Chambéry <input type="checkbox"/> London
Module hours:	<b>45</b>
ECTS credits:	<b>5</b>
Teaching language:	<input type="checkbox"/> French <input checked="" type="checkbox"/> English

### 1. Module description

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This course, completed by seminars, provides specific regional and/or practical updates and varies from year to year to reflect the dominant issues of the day. It may include input from the CCIB, CCIF, COFACE, Douanes, foreign diplomats, international business people and UbiFrance in addition to INSEEC teaching staff.

### 2. Learning objectives

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The Developed and Emerging Markets modules aim to provide students with the tools and understanding to:

- Hit the ground running in an international junior/assistant marketing or territory management position
- Reduce their learning curve when exposed to the realities of international business in both developed and emerging countries
- Adapt their commercial, project management, production or sourcing methods depending on the nature of the market they are working with.

The Developed Markets module will focus on the commercial development opportunities offered by these markets and the specificities of the approaches that should be used.

The Emerging Markets module will discuss international business and management organizations adapted towards the range of opportunities and threats present in Emerging Markets and the required characteristics for future growth.

The Applied International Business Skills module uses the study of real life business situations that present dilemmas or uncertain outcomes to the people involved to ensure that students:

- Understand basic notions in International Management
- Develop their understanding of the positive and negative effects of business development, wage incentives, technology, and political figures.

- Become comfortable reading, discussing, and writing about articles from The Economist, New York Times and related types of material.

### 3. Prerequisites

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Competence in English: Preparation TOEIC

At least one of the following minors: International Trade, International Business Environment

The ability to discuss current issues in business and be able to form an expressed opinion.

### 4. Teaching methods

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Lecture     Introductory seminar     Tutorial     Conference     E-learning

Other, specify: Participative teaching methods including case study

### 5. Reading material

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Indicative and up to date reading material will be provided by teachers during classes.

### 6. Assessment

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Intermediate exam     Final exam

Group project     Individual project     Oral presentation

Continuous assessment    Specify: Individual and group exercises, tests and class work

#### Detailed assessment methods for each course

Courses	Assessment Methods	Weights
Developed Markets	Continuous control	1/3
Emerging Markets	Group project (50%), Continuous control (50%)	1/3
Applied Business Skills	Continuous control (40%), project & participation (60%)	1/3



## 7. Course outline

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<b>N°</b>	<b>Developed Markets</b>	<b>Course hours</b>
1	Environment & context	1.5
2	Differences between developed and emerging markets	1.5
3	Business standards & practices - theory	1.5
4	Business standards & practices - practical application	1.5
5	Intra enterprise relationships - theory	1.5
6	Intra enterprise relationships - practical application	1.5
7	Key competences I - theory	1.5
8	Key competences I - practical application	1.5
9	Key competences II - theory	1.5
10	Key competences II - practical application	1.5

<b>N°</b>	<b>Emerging Markets</b>	<b>Course hours</b>
1	The emerging market business and economic base.	1.5
2	Industry Standards.	1.5
3	The emerging and developed market link.	1.5
4	The market to market approach.	1.5
5	The who's who of emerging markets	1.5
6	The who does what, when, where and how of emerging markets	1.5
7	Emerging market product and service growth opportunities	1.5
8	Business Platform opportunities	1.5
9	Emerging markets and long term business planning	1.5
10	Future growth strategies	1.5

<b>N°</b>	<b>Applied International Business Skills</b>	<b>Course hours</b>
1	Small business management: Glassy Baby	1.5
2	Small business management: Red Iguana Restaurant	1.5
3	Niche markets: Jellio	1.5
4	Niche markets: Rendez vous in Paris Wedding Planning	1.5
5	Supply chain management: Boeing	1.5
6	Supply chain management: Sheseido	1.5
7	Continuous control	1.5
8	Introduction to Triple Bottom Line project	1.5
9	Group project presentations	1.5
10	Group project presentations	1.5