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LL.M. LAW & TAX MANAGEMENT
2019-2020

Make an impact

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ECTS

COURSES	HOURS	EDHEC GE	IC/DD	INC
Business Ethics for Lawyers	15	2	2	2
Law, Strategy & Lobbying	30	4	4	4
Strategies in Litigation, Arbitration and ADR	30	3	3	3
Artificial Intelligence & Law	15	2	2	2
Taxation as a strategic tool for business	15	2	2	2
Advanced Competition Law: procedures & strategies	30	3	3	3
Managing Risk, compliance and Human Rights, part 1	15	2	2	2
Legal Practice and Research 1	15	1	1	1
Impact of Artificial Intelligence on Business & Society	15	2	2	2
Advanced Lawyering	15	2	2	2
Specialisation internship		2		
Master Project STEP 1				
TICD	40	7	7	
Socio-Cultural France	30			7
French (Language Course)	30			5
French (Language Course)	15		NC	
SEMESTER 1	213	32	30	35
Practice of M&A	15	2	2	2
Intellectual Property Rights in Globalised and Digital Economies	30	3	3	3
Data Regulation: data protection & ownership	15	2	2	2
Corporate Governance	15	2	2	2
Economic Crime Management	15	2	2	2
Managing Risk, compliance and Human Rights, part 2	15	2	2	2
Economics Analysis of Law	15	2	2	2
Leadership	15	1	1	1
Legal Practice and Research 2	15	1	1	1
Master Project STEP 2				
TICD	50	7	7	
MINOR TRACK BUSINESS & LAW				
Drafting & Enforcing International contracts	30	3	3	3
Contract Management in the Era of Digitalization	30	3	3	3
MINOR TRACK TAX & FINANCE				
Practice of M&As: in-depth study & workshop	15	1	1	1
International Tax Consulting Project	15	2	2	2
International Tax Efficiency	15	2	2	2
Legal advice for start-up venture	15	1	1	1
Family Business	30			8
French (Language Course)	30			5
French (Language Course)	15		NC	
SEMESTER 2	356	30	30	36
Master Project		30	30	
Internship Report		13		
Internship / Work Experience			15	
YEAR	569	105	105	71

20_M2_LI_LLM_S1_SEM_HUM_706: BUSINESS ETHICS FOR LAWYERS

NUMBER OF HOURS: 15

SEMESTER: 1

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR: Bjorn FASTERLING: bjorn.fasterling@edhec.edu

COURSE OBJECTIVES

In our business ethics seminar, we will deal with problems in business enterprises that have an ethical dimension. The objective is to consolidate the students' knowledge of general business ethics (that most have acquired in prior courses). Particular attention will be paid to cases that could occur in the context of the legal profession or in a legal management context. However, this course is not about professional ethics (legal ethics).

LEARNING OUTCOMES

After having taken this course, participants will be able to/are expected to know or understand:

how to identify an ethical issue in a complex case;

how to discuss ethical issues with colleagues, co-workers and critically assess possible solutions to ethical problems.

More specifically, participants should be able to:

make business decisions that adequately take into account the ethical aspects;

question business decisions that do not sufficiently take into account ethical aspects.

PREREQUISITES

Introduction to Business Ethics, or moral philosophy or equivalent.

COURSE CONTENT

SESSION	TOPIC
1	Introduction. Refresher on ethical theories as applied to the business context.
2	Case studies. Cases 1 and 2 on discrimination and fraud.
3	Case studies. Cases 3 and 4 on corruption.
4	Case studies. Case 5 on ethical cultures in organizations.
5	Wrap-up and feedback session. In this session we will review all the cases in order to identify possible routines that could help a manager deal with ethical issues in a business context

TEACHING & LEARNING METHODS

Next to discussions on certain topics that are preceded by introductory lectures, students will discuss five cases in class. Each case provides defensible solutions that exclude each other. The students' task will be to defend their solution in a debate against a different group. Remaining students evaluate the argumentation of each group.

Before the beginning of the seminar, students must enroll in groups via Blackboard (teams 1 to 10). Despite the fact that only two groups will present arguments related to one case, all students are expected to take part in a critical discussion regarding each case. For this reason, during the seminar sessions, the students must read all of the five cases posted on Blackboard under the course documents via hyperlink.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Take home exam: Homework to be completed before the relevant due date	50%	--	LO 1, 3 and 4
Group work "pitches" Group presentation	25%	--	LO 1 - 4
In-class participation (individual)	25%	--	LO 2

READINGS

Compulsory readings will be posted on Blackboard.

20_M2_LI_LLM_S1_CCO_LAW_791: LAW, STRATEGY & LOBBYING

NUMBER OF HOURS: 30

SEMESTER: 1

INTERNATIONAL PROGRAMME: 4 ECTS

COURSE COORDINATOR: Christophe COLLARD and Christophe ROQUILLY (christophe.collard@edhec.edu / christophe.roquilly@edhec.edu)

COURSE OBJECTIVES

Through a pragmatic approach, the aim of this course is to go deeper into the idea that law matters for business strategy and operations, and vice-versa. In that perspective, it will be showed:
 how companies can take benefit from their legal environment by creating changes in it, for example through regulatory management and lobbying techniques;
 and conversely, how new business models may have an impact in changing the existing legal framework.
 In a dynamic legal industry that is constantly innovating, we will also show that it is important for law firms and corporate legal departments to shape a sound strategy that will enable them to achieve their aim.

LEARNING OUTCOMES

After having taken this course participants will be able:
 as future lawyers, to integrate strategic thinking and strategic issues in their legal practice;
 as future managers or executives, to integrate legal issues in their business model as well as in their operational and strategic decisions;
 as future lawyers or managers, to conceive, build and develop a lobbying strategy, especially at the European level;
 in any case or situation, to see the law and the legal environment as a source of opportunities, and lawyers as business partners.

PREREQUISITES

Basic knowledge in strategy and economics.

COURSE CONTENT

SESSION	TOPIC
1	Introduction. Main objectives of the course The industrial organization model and the "legal sphere"
2	Strategy for Law Firms / Strategy for Law Departments
3	Lobbying, comitology and the EU Law making process
4	Lobbying in action
5to 10	Major trends in legal industry. Range of stakeholder testimonies: series of conferences made by guest speakers to introduce students to major trends in the legal industry

TEACHING & LEARNING METHODS

Presentation of basic concepts. Individual and group case studies. Discussion around practical issues and surveys. Reading of academic and professional papers. Discussion through the "Law & Strategy Blackboard Forum".

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
“Law & Strategy Blackboard Forum” Individual grade: personal participation to the Forum	50%	--	Individual analysis and relevance
Group grade (groups of 4 to 5 students) Drafting a case study and its teaching note	50%	--	Strategic analysis, synthesis, evaluation, creativity

READING

Collard et C. Roquilly, La performance juridique : pour une vision stratégique du droit dans l'entreprise, LGDJ Lextenso, 2010.

D. Gueguen, Reshaping European lobbying, PactEurope Affairs, 2013.

20_M2_LI_LLM_S1_CCO_LAW_708: STRATEGIES IN LITIGATION, ARBITRATION AND ADR

NUMBER OF HOURS: 30

SEMESTER: 1

INTERNATIONAL PROGRAMME: 3 ECTS

COURSE COORDINATOR: Nicolas SIMON : nicolas.simon@nsavocats.com

COURSE OBJECTIVES

The aim of this course is to provide students with an understanding of the different “Appropriate Dispute Resolution” (ADR) ways to solve business disputes, as well as to develop students’ knowledge and skills in the many dimensions involved in dispute resolution with a focus on arbitration and mediation.

LEARNING OUTCOMES

After having taken this course, participants will be able to monitor dispute resolution procedures in-house, including:

- Early case assessment;
- Choosing an appropriate dispute resolution approach;
- Handling procedures in a cost and time effective manner.

PREREQUISITES

No prior knowledge of international dispute resolution is needed.

COURSE CONTENT

SESSION	TOPIC
1	Introduction - Alternative/Appropriate Dispute Resolution (ADR) techniques & practice Conflict Resolution Strategies - Different ways to address conflicts and settling disputes by means other than litigation – Focus on mediation – Other ADR techniques - The role of CMAP
2, 3, 4, 5	Introduction to Commercial arbitration in France Different types of arbitration - Main actors in arbitration - The French arbitration law - The Arbitration Agreement The Arbitral proceedings – The Arbitral award – Standard International Arbitration Clauses – Procedural Timetable – Procedural Order
6, 7, 8	ADR and Mediation focus The different ADRs – What is mediation? – How does it work? – When to use it? – Basics of negotiation - What is a mediator? Advantages and pitfalls
9, 10	Mediation skills. Open-questions-session before opening the role plays and debriefs

TEACHING & LEARNING METHODS

The pedagogy is based on the substantive rules analysis, role play, case studies and case law analysis. The teaching method involves an active participation of students.

ASSESSMENT METHODS

ASSESSMENT NATURE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Grade 1, Group work	40 %	Last 6 hours spent on group work, role play, debriefs and Q&A	Mediation skills
Grade 2, Written exam	60%	3 hours	All subjects of the course

READINGS

Papers and case law posted on Blackboard

20_M2_LI_LLM_S1_CCO_6176: ADVANCED LAWYERING

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR + MAIL: Jérôme FRIZZERA MOGLI: frizzeramogli@gmail.com

COURSE OBJECTIVES

The “End of Lawyers” (R. Susskind) is not coming but the transformation is ongoing.

This course includes module #1 to #4 to develop the four types of skills – strategist skills, digital skills, soft skills, business skills – that are now needed to outperform the market.

Robotic process automation (RPA), legal process outsourcing (LPO), predictive justice, “lawyers on demand”, legal design, legal analytics and data, talent management, new client-centricity... how to take advantage of these new trends?

Let’s think together (and do! The module #5 will offer real case study opportunity) how to reshape the traditional law firm and client/lawyer relationship. It is an exciting time to become, to be a lawyer!

LEARNING OUTCOMES

After having taken this course, participants will be able understand:

current trends and stakes in the law market (mostly French market);

the basics of the transformation of a law firm;

the key factors of success to become a “successful and fulfilled partner” in the new law firm.

More specifically, the legal profession being often characterized as resistant to change, participants should be willing and excited to become “internal champions for change”. They should provide law firms with strong transformation drivers: insights, energy, soft skills, digital skills, business skills and of course... law skills! A lawyer remains a lawyer.

PREREQUISITES

Professional project:

To become a lawyer;

To enter the legaltech/regtech ecosystem;

To become a law entrepreneur (legal start-up, law firm...).

COURSE CONTENT

SESSION	TOPIC
1	“The new lawyer: from maker to decision-maker” The strategist skills Market, landscape. The game changers: technology, mentality, regulatory
2	“The new lawyer: from maker to smart maker” The digital skills Connected office, IT process, tools to deliver value...
3	“The new lawyer: from maker to co-maker” The soft skills Collective intelligence, cooperation in the office, talent management...
4	“The new lawyer: from maker to rainmaker” The business skills Personal branding, business model, value creation, cross selling, up selling...
5	Flash Hackathon Workshop

TEACHING & LEARNING METHODS

The pedagogy is based on academic papers readings, lectures, and business cases.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Preparatory reading/video Test in class (Continuous assessment, individual)	50%	--	Comprehension, application, evaluation
Flash Hackathon Workshop	50%	--	Comprehension, application, creation, design

READING

Case studies, papers and various materials provided through Blackboard.

20_M2_LI_LLM_S1_CCO_6175: ARTIFICIAL INTELLIGENCE & LAW SEMINAR

NUMBER OF HOURS: 15

SEMESTER: 1

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR + MAIL: Frank FAGAN - frank.fagan@edhec.edu

COURSE OBJECTIVES

This course introduces students to current legal issues generated by the growing use of artificial intelligence in society.

LEARNING OUTCOMES

After having taken this course, participants will be able to understand:
 the promises and pitfalls of artificial intelligence in prediction, and how these bear on legal argument supported by machine learning; and
 how artificial intelligence impacts existing liability regimes.
 More specifically, participants should be able to:
 provide argument, for and against, the efficacy of machine-based predictions within legal contexts;
 provide argument, for and against, expansion of liability regimes impacted by artificial intelligence.

PREREQUISITES

Basic knowledge in: accident law; contract law; constitutional law; corporate law; criminal law

COURSE CONTENT

SESSION	TOPIC
1	Judicial Discretion in the Age of Artificial Intelligence
2	- continued -
3	Lawyering and the AI Teammate
4	Privacy, Political Economy, and Antitrust
5	Heidegger and The Right(s) Question

TEACHING & LEARNING METHODS

Lecture, class discussion, collaborative learning

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Class participation (individual)	25%	In-class	All
Research report (group)	75%	Take-home	All

READING

Specific page numbers (short excerpts) will be provided prior to class. S. Levmore & F. Fagan, *The Impact of Artificial Intelligence on Rules, Standards, and Judicial Discretion*, 93 SOUTHERN CALIFORNIA LAW REVIEW (forthcoming 2019) U of Chicago, Public Law Working Paper No. 704, University of Chicago Coase-Sandor Institute for Law & Economics Research Paper No. 876, available at <https://ssrn.com/abstract=3362563>.

F. Fagan, *Standardized Data Collection Requirements: Legal Requirements, Guidelines, or Competition?*, 2 GNLU JOURNAL OF LAW & ECONOMICS (forthcoming 2019) available at <https://ssrn.com/abstract=3370209>.

F. Fagan, *Big Data Legal Scholarship: Toward a Research Program and Practitioner's Guide*, 20 VIRGINIA JOURNAL OF LAW & TECHNOLOGY (2016) available at <https://ssrn.com/abstract=2673919>.

F. Fagan, *Successor Liability from the Perspective of Big Data*, 9 VIRGINIA LAW & BUSINESS REVIEW (2015), available at <https://ssrn.com/abstract=2488819>. - F. Fagan, *Toward a Public Choice Theory of Legal Rights for Artificial Intelligence*, in progress.

20_M2_LI_LLM_S1_CCO_6177: TAXATION AS A STRATEGIC TOOL FOR BUSINESSES

NUMBER OF HOURS: 15

SEMESTER: 1

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR + MAIL: Emmanuelle DEGLAIRE - emmanuelle.deglair@edhec.edu

COURSE OBJECTIVES

Taxation is very often perceived as a technical matter handled by the accounting department until it reaches the legal department in case of tax audit issues. In a global and digitalised world where business flies over the frontiers, taxation is still a rooted topic with a huge impact on the entire value chain. The purpose of this course is to dig into business model strategy to better understand the tax implications for the company in each department, from supply chain to sales.

LEARNING OUTCOMES

After having taken this course, participants will be able to/are expected to:

Know the most commonly used business models.

Know how to match the tax concepts with the business architecture.

Understand the challenges of the taxation of global firms.

More specifically, participants should be able to:

Suggest business reorganization for tax efficiency.

Fully perceive the diplomatic and ethical outcomes of international taxation.

PREREQUISITES

Basic knowledge about taxation would be appreciated although not mandatory.

COURSE CONTENT

SESSION	TOPIC
1	Introduction to business model and taxation
2	Digital industries
3	Brick and mortar businesses
4	VAT analysis of platform businesses
5	Future of taxation

TEACHING & LEARNING METHODS

Lecture, class discussion, collaborative learning.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Case study (group work)	50%	home	All
In-class exercises (individual)	50%	--	All

READING

Given in class.

20_M2_LI_LLM_S1_ELE_LAW_717: ADVANCED COMPETITION LAW: PROCEDURES & STRATEGIES

NUMBER OF HOURS: 30

SEMESTER: 1

INTERNATIONAL PROGRAMME: 3 ECTS

COURSE COORDINATOR: Jorge Marcos RAMOS : jorge.marcos_ramos@linklaters.com

Dirk AUER : dirk.auer@ulg.ac.be

COURSE OBJECTIVES

The purpose of this course is twofold. First, it seeks to provide students with a complete background in modern European Union (EU) competition law and economics. Second, it intends to analyse, from the perspective of firms and their counsels, the main strategic issues arising from the enforcement of the EU competition rules.

LEARNING OUTCOMES

After having taken this course participants will be able to:

Understand the mechanisms and procedures of competition law, especially in the EU;

Conceive and develop a strategic approach of competition law.

PREREQUISITES

Fundamentals in contract law. Basic notions in economy.

COURSE CONTENT

SESSION	TOPIC
1	Introduction to EU Competition Law and Economics What is EU competition law? Why do we have an EU competition policy? Where does it come from? How is it enforced?
2	The law and economics of anticompetitive agreements (collusion in the 21st century) Article 101 TFEU: Concerted practices, cartels + Case studies
3	The law and economics of anticompetitive abuse (abuse of dominance in the digital economy) Article 102 TFEU: Abuse of dominance rules + Case studies
4	The law and economics of anticompetitive mergers EUMR 139/2004: Merger Control rules + Case studies
5	State Aid Law Articles 107-109 TFEU: State Aid rules + Case studies

TEACHING & LEARNING METHODS

The pedagogy is based on the substantive rules analysis, case studies and case law analysis. In as much as possible, the teaching method involves an interactive dialogue with the professors. Active participation of students is strongly required.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Legal case study, group paper (homework)	40%	--	Understanding substantive rules Critical analysis
Legal case study, group oral defense	40%	1h max. for the class presentation	Presentation skills Understanding of substantive rules and practical implications
Class participation	20%	--	Understanding substantive rules Critical analysis

READING

Information about required readings will be given out in due course. Additional required readings will be posted on the course Blackboard site.

20_M2_LI_LLM_S1_ELE_LAW_4885: MANAGING RISK, COMPLIANCE AND HUMAN RIGHTS #1

NUMBER OF HOURS: 15

SEMESTER: 1

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR: Björn FASTERLING - bjorn.fasterling@edhec.edu

COURSE OBJECTIVES

The objective of this course is to help students to:

Understand the modern standards of risk management and compliance and their limits;

Understand how businesses can respect human rights by managing human rights risk;

Identify the interplay between law, extra-legal norms and corporate policies;

Understand the importance of organizational culture for the effectiveness of human rights respect and corporate compliance policies.

LEARNING OUTCOMES

After having taken this course, participants are expected to understand:

best practices in the fields of risk management, compliance and corporate human rights respect;

links between risk management, compliance, human rights and legal provisions.

More specifically, participants should be able to:

participate in the development and implementation of effective compliance programmes;

participate in the development and implementation of management systems that promote a high level of human rights respect.

PREREQUISITES

Introduction to Business Law or equivalent; Basic knowledge on questions about international jurisdiction would be an asset.

COURSE CONTENT

SESSION	TOPIC
1	Introduction to compliance, business and human rights (BHR) and risk management Overview over each subject and the link between them
2	Elements and Limits of Corporate Compliance Programmes Contrast the practice of corporate compliance with recent research
3	Risk Management, an introduction
4	Legal Perspectives on Business and Human Rights Questions of international jurisdiction in tort cases, French 'vigilance' law, other statutory approaches
5	Respecting Human Rights as Corporate Responsibility UNGPs, OECD NCP procedure
6	Elements of a company's human rights programme Example of a large French company
7	Final Case Study Case study that covers the course contents

TEACHING & LEARNING METHODS

Presentation of basic concepts.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING EVALUATED	OUTCOME
Homework N°1 to be completed before the relevant due date (individual work)	33.3%	Each homework is designed for at least 3h of research and drafting work.	LO 1-4	
Homework N°2 See line above (individual work)	33.3%	See above	LO 1-4	
Homework N°3 See line above (individual work)	33.3%	See above	LO 1-4	

READING

UN Human Rights Council, ‘Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework’, A/HRC/17/31 (21 March 2011).
 case texts and framework texts posted on Blackboard
 additional readings will be provided on Blackboard

20_M2_LI_LLM_S1_CCO_LAW_3445: LEGAL PRACTICE & RESEARCH PART 1

NUMBER OF HOURS: 15

SEMESTER: 1

INTERNATIONAL PROGRAMME: 1 ECTS

COURSE COORDINATOR: Christophe COLLARD and Christophe ROQUILLY

COURSE OBJECTIVES

This seminar has a double objective:

Prepare students for legal practice. In partnerships with law firms, consulting companies and legal departments of big companies, students will be introduced to current best practices through a series of conferences.

Prepare students for their LL.M. final project, whether it is a research work or a case study. In that perspective, emphasis will be placed on methodologies for proposing legal solutions for real-life business situations.

LEARNING OUTCOMES

After having followed this learning process, participants will:

have acquired the professional lawyers' skills required for handling complex legal issues when working in a team or individually;

have developed their research skills as well as their knowledge and understanding of various fields of practice.

PREREQUISITES

None.

COURSE CONTENT

SESSION	Topic
Introductory Workshop	Legal Design & Visual Law
Subject to speakers' availability	Series of conferences made by guest speakers to introduce students to current best legal practices. Topic subject to speakers' field of practice
Subject to sponsors' availability	"One Firm / One File" process A series of practical exercises brought by sponsors (law firms or company representatives), introducing students to complex legal or judicial cases (real or designed cases).

TEACHING & LEARNING METHODS

The seminar includes various pedagogical tools: lectures, workshops, class discussion, teamwork, students presentations.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Student participation, scored on a Pass or Fail basis (individual)	100 %	--	Individual professional skills, relevance and creativity

READINGS

Various readings will be given during the course.

20_M2_LI_BM_S1_CCO_5642: IMPACT OF ARTIFICIAL INTELLIGENCE ON BUSINESS & SOCIETY

NUMBER OF HOURS: 15

SEMESTER: 1

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR: Michel PHILIPPART - michel.philippart@edhec.edu

COURSE OBJECTIVES

Artificial Intelligence is one of the most disruptive technologies emerging today. This course will form managers to understand the impacts of AI, separate the vision from the practical application and structure transformative initiatives.

LEARNING OUTCOMES

After having taken this course, participants are expected to:

- Identify the potential of Artificial Intelligence (AI) from a managerial rather than a technical point of view (LO1)
- Understand the key concepts of AI (LO2)
- Exercise critical thinking when assessing the potential of AI (LO3)
- More specifically, participants should be able to
- Assess the impact of AI on current industrial models (LO4)
- Identify the ethical challenges and risks of incorporating AI in a corporate strategy (LO5)
- Articulate recommendations to create value in specific industries (LO6)

PREREQUISITES

None.

COURSE CONTENT

SESSION	TOPIC	PREPARATORY WORK
1 (8h)	Introduction to Artificial Intelligence (Lecture, Inspirational Speech, Group work)	None. Students must come to the course with a mean to access Internet
2 (7h)	Answers to contemporary topics in AI (Presentation and evaluation of group contributions)	Lectures on Blackboard Interviews, Group work

TEACHING & LEARNING METHODS

The course will use multiple instructive methods such as:

Lectures

Case Study

Class discussions

Peer coaching exercise

Self-learning exercises and self-assessment, peer presentation.

ASSESSMENT METHODS

ASSESSMENT	% OF THE TOTAL MARK	DETAILS	DURATION	LEARNING OUTCOME EVALUATED
AI Case (in groups)	50%	Analyze a current topic in AI based on interviews and documentation	In-class presentation	LO1, LO3, LO4, LO6
Individual AI Assessment	30%	Multiple choice quizzes Peer review report	Individual	LO2
Individual Quality of Peer Evaluation	20%	Each participant will have to assess 3 other groups and provide a short feedback.	Individually assigned	LO5, LO6

READINGS

Recommended readings will be posted on Blackboard.

20_PO_LI_BM_S1_CCO_CCS_4499: SOCIO-CULTURALFRANCE

NUMBER OF HOURS: 30

SEMESTER 1

INTERNATIONAL PROGRAMME - 7 ECTS

COURSE COORDINATOR: Martijn JUNGST (martijn.jungst@edhec.edu)

COURSE OBJECTIVES

In alignment with the shift from the former socialist president Francois Hollande to left-leaning fiscal conservative president Emmanuel Macron, France is ready for a change. We 'need a strong France with a sense of its own destiny' (Macron, 2017). To succeed in the French dynamic knowledge based business environment, individuals need to understand the unique French socio-cultural environment. As a potential future French manager, you will need to understand the French workers' rights and draw the links between business and political ideals. Hence, the primary objective of the course socio-cultural France is to develop the necessary skills to understand the complexity of French business behaviours.

LEARNING OUTCOMES

After having taken this course, participants will be able to (knowledge-based outcomes)
 Describe the historical events that determined contemporary French business (LO 1).
 Analyze the dynamic and complex socio-cultural environment in which French business takes place (LO 2).
 More specifically, participants should be able to (skill- and competency-based outcomes)
 Conduct business within France (LO 3).
 Discuss contemporary issues within France (LO 4).

PREREQUISITES

Three years of general business courses or Bac + 3 Business Administration.

COURSE CONTENT

SESSION	TOPIC
1	The French Culture
2	Life in Contemporary France
3	The National Competitive Advantage of France
4	The Political Climate in France
5	France and the EU
6	Social Capital in France
7	Innovation in France
8	Leadership in France
9	Design Thinking in France
10	Country Consultant

TEACHING & LEARNING METHODS

The course will use a variety of teaching and learning methods: online lectures, online quizzes, in-class discussions, groupwork, and presentations.

ASSESSMENT METHODS

ASSESSMENT	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
In-class Participation	20%	Continuous during the course.	LO 1, LO 2
Country report	30%	Presentation and hand-in report during the last session.	LO 3, LO 4
Final written exam (2h)	50%	At the end of the term.	LO 1, LO 2

READING

Matthew Moran (2011) *Opposing Exclusion: The Political Significance of the Riots in French Suburbs (2005–2007)*,

20_M2_LI_BM_S1_CCO_FLE_1345: IC - FLE

NB HEURES : 30

SEMESTRE : 1

RESPONSABLE DU COURS : Lucie BENAGROUBA (lucie.benagrouba@edhec.edu)

OBJECTIFS DU COURS

Acquérir un niveau élémentaire à expérimenté en langue française tels que définis par le CECRL.
Pouvoir faire face aux situations quotidiennes de la vie académique, sociale ou professionnelle.
En partant d'une analyse du niveau de départ en Français, nous poursuivons ensemble le processus d'apprentissage de la langue cible.

OBJECTIFS D'APPRENTISSAGE

Après avoir suivi ce cours, les participants devraient être capables de connaître ou de comprendre (résultats fondés sur les connaissances) :

Les actes de communication quotidienne dans un contexte professionnel.

Présenter l'entreprise, son organisation, son activité, son marché, sa politique commerciale ainsi que sa situation financière, ses résultats ; exprimer des quantités, indiquer l'évolution, faire des comparaisons, interpréter et commenter des tableaux, des graphiques.

Parler du cadre et des conditions de travail : le poste de travail, les horaires, les salaires, les congés, les relations avec les collègues, etc.

Connaître les principaux acteurs socio-économiques du monde du travail en France.

Découvrir les principales institutions et personnages-clés de la vie politique française et comprendre les relations entre ces institutions.

Plus précisément, les participants devraient être capables de (résultats fondés sur les compétences) :

Exprimer des points de vue personnels sur des thèmes ayant trait aux études ou à des aspects sociaux et culturels.

Produire un texte narratif, informatif ou argumenté.

Rechercher un emploi, un stage : lire/rédiger une petite annonce, un CV, une lettre de candidature, mener/passé un entretien d'embauche.

Acquérir les notions de base pour comprendre la vie sociale en France, les nouvelles tendances et les défis qui attendent le monde du travail en France et dans le monde.

PRÉREQUIS

Niveau A1 à C1 du CECRL : le contenu des cours est décliné en différents groupes de niveaux.

CONTENU DU COURS

Niveau beginner

SESSION	TOPIC
1	Parler de soi (1) / Se présenter
2	Parler de soi (2) / Les loisirs
3	Parler de soi (3) / Parler de son état physique
4	Acheter (1) / L'alimentation
5	Acheter (2) / Les vêtements
6	Acheter (3) / A la banque
7	Se repérer dans le temps / la date et l'heure
8	Se repérer dans l'espace / La géographie en France et les directions

Niveau elementary

SESSION	TOPIC
1	Test de placement / Présentation des étudiants, présentation du cours, des outils et des modalités d'évaluation
2	Comprendre le monde du travail en France (1)/ Moi et mon environnement immédiat
3	Comprendre le monde du travail en France (2)/ Parler de son projet de carrière
4	Comprendre le monde du travail en France (3)/ le courrier électronique en entreprise
5	Communication orale (1) / Echanger dans les commerces, avec les banques,

6	Communication orale (2) / Organiser un voyage.
7	Communication orale (3) Présenter une personnalité
8	A la découverte de la France / La répartition des zones d'activité sur le territoire

Niveau intermédiaire

SESSION	TOPIC
1	Test de placement. Présentation des étudiants, présentation du cours, des outils et des modalités d'évaluation
2	La Pub (1) / Analyse d'images, vocabulaire de la photographie et du cinéma.
3	La Pub (2) / Présenter une publicité de son pays
4	La Pub (3) / les expressions idiomatiques et les jeux de mots
5	La ville (1) / Le vocabulaire urbain
6	La ville (2) / Décrire un changement
7	La ville (3) / Les marqueurs temporels
8	L'Art et la Culture (2) / Exprimer ses goûts et ses émotions

Niveau Advanced

SESSION	TOPIC
1	Test de placement. Présentation des étudiants, présentation du cours, des outils et des modalités d'évaluation
2	Les marques et le marketing (1) / la notion de genre dans la publicité Commenter, citer, expliquer
3	Les marques et le marketing (2) / Reportage sur Jean Paul Goude
4	Les marques et le marketing (3) / La créativité dans le marketing
5	Le monde du travail (1) / cv et lettre de motivation, préparation de simulation d'entretiens d'embauche. La nominalisation
6	Le monde du travail (2) / Mini-projet : à la rencontre d'un professionnel
7	Le monde du travail (3) / Avantages et inconvénients du télétravail
8	Thème au choix En fonction des attentes des apprenants (1)

MÉTHODES PÉDAGOGIQUES

Pédagogie de la tâche, telle que définie par le CECRL.

Documents authentiques extraits d'articles, chansons, documents audiovisuels d'actualité ou de fiction.

- Activités issues des méthodes Rond-Point (éd. maison des langues), Tout va Bien (Clé International) et Echo (Clé International).
- Sites web.
- Documents multimédias disponibles sur le blog : <https://pro2fle.wordpress.com/>, Kahoot, Padlet
- Approche inductive de la grammaire (exemples en situation puis identification et théorisation par l'apprenant).
- Exercices en situation : jeux de rôles plus ou moins dirigés, débats, simulations de réunions.
- Alternance de travail individuel et travail en groupe.

MÉTHODES D'ÉVALUATION

ÉVALUATION TYPE	% DU TOTAL DE LA NOTE	DURÉE	OBJECTIF D'APPRENTISSAGE ÉVALUÉ
Contrôle Continu	100 %, constitué de :	variable	
	Evaluation des compétences étudiées (80%),		Capacité linguistique complète en fonction du niveau et des savoirs et savoir-faire abordés en cours
	participation (20 %)		Respecter des deadlines Travailler en groupe, Savoir-apprendre

LECTURE

20_M2_LI_LLM_S2_CCO_LAW_2722: PRACTICE OF M&A

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR: Benoit FLEURY : BFleury@gibsondunn.com

COURSE OBJECTIVES

The objective of this course is to help students to develop their skills and competencies in the field of legal aspects of Mergers & Acquisitions.

LEARNING OUTCOM

After having taken this course participants will be able to:
 understand the principal rules applicable to M&A's;
 analyse the legal issues of M&A's;
 participate to the management of M&A's legal aspects.

PREREQUISITES

Fundamentals in contract law and corporate law.

COURSE CONTENT

SESSION	TOPIC
1	EU cross-border mergers & Societas Europaea (European Company) Cross-EU mergers directives ; ECJ case law
2	Mergers, spin-offs and contributions How to organize and reorganize group of companies?
3	LBOs What is an LBO? How is an LBO structured? Structural constraints. Contractual particularities
4	M&A Share purchase agreement; Representations and warranties
5	Shareholders Agreement & Management package Organizing management, shareholding & exit from company Different mechanisms of management package
6	Restructurings and cross-border restructurings What is a restructuring? What is a cross-border restructuring? Restructurings in practice

TEACHING & LEARNING METHODS

Regulation and case law analysis; Case studies

ASSESSMENT METHODS

ASSESSMENT	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Final written exam Case study (individual)	100%	3h	Comprehension, application, analysis, synthesis, and evaluation

READING

Different reading will be given during the course.

20_M2_LI_LLM_S2_CCO_LAW_723: INTELLECTUAL PROPERTY RIGHTS IN GLOBALISED & DIGITAL ECONOMIES

NUMBER OF HOURS: 30

SEMESTER: 2

INTERNATIONAL PROGRAMME: 3 ECTS

COURSE COORDINATOR: C. ROQUILLY - christophe.roquilly@edhec.edu

COURSE OBJECTIVES

The aim of this course is to provide students with an understanding of the principal mechanisms of intellectual property law, and the way intellectual property rights can be used by companies to protect, create and develop value in globalized and digital economies.

LEARNING OUTCOMES

After having followed this course, participants will be able to:

- Analyse, evaluate and participate to the protection of companies' innovations through intellectual property law;
- Propose effective ways to protect and develop companies' innovations;
- Manage Intellectual property rights portfolios;
- Build contracts dedicated to intellectual property rights management.

PREREQUISITES

Fundamental notions in property law and contract law.

Fundamentals in trademark, copyright, patent and domain names law and regulation.

COURSE CONTENT

SESSION	TOPIC
1	Introduction to IP law Basic principles in IP law - Current trends in IP
2	Copyright law Basics of copyright protection; Sources & harmonization of Copyright; Copyright in Courts
3	Trademark law Definition & conditions; Acquisition & use; Enforcement & defence
4	Patent law Patent vs secrecy; Protection of secret know-how; Patent procedure; Patent licensing

TEACHING & LEARNING METHODS

Presentation of the concepts; Case studies; Contracts analysis.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Case 1 Individual written exam – take home exam	50 %	--	Comprehension, application, analysis, synthesis, and evaluation
Case 2 Individual written exam – take home exam – final case study	50 %	--	Comprehension, application, analysis, synthesis, and evaluation

READING

Several readings will be given during the course.

20_M2_LI_LLM_S2_CCO_6179: ECONOMIC CRIME MANAGEMENT

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR + MAIL: MONNET Bertrand – bertrand.monnet@edhec.edu

COURSE OBJECTIVES

Financial crime, fraud, corruption, terrorism, counterfeiting, cybercrime...: multinational companies are continuously targeted by mafias and terrorist organizations, as well as by internal fraudsters, corrupted public agents, non-ethical competitors and fraudulent suppliers.

Far from being exotic nor trivial, illicit business has become strategic for top managers, since it can impact any company in all of its dimensions: revenues, brand, IP, assets, products, resources, strategy, governance, and of course people.

From mafias to corrupted officials and its own employees: who are the predators of a company?

- The first objective of the course *Economic crime management* is to deliver an exhaustive analysis of the major risks generated by economic crime.

From pure security to organizational and strategic solutions: how to manage the risks generated by economic crime?

- The second objective of the course *Economic crime management* is to present the multiple risk management solutions that companies set up to cope with such risks.

LEARNING OUTCOMES

After having taken this course, participants will be able to/are expected to know or understand (knowledge-based outcomes) **to detect the exposure** of a company to economic crime, and especially to financial crime, fraud, corruption and cybercrime.

More specifically, participants should be able to (skill- and competency-based outcomes) identify the efficient **risk management solutions** to be mobilized by companies exposed to economic crime.

PREREQUISITES

None

COURSE CONTENT

SESSION	TOPIC
1	Introduction + Risk analysis #1 - Presentation of the research strategy of the EDHEC Chair Criminal risks management - Presentation of the criminal risks matrix - Analysis of the criminal economy dangerousness
2	Risk analysis #2 - Identification of external criminal risks generators - Focus on cybercrime - Focus on corruption - Coaching / Risk analysis
3	Risk analysis #3 - Identification of internal criminal risks generators - Focus on fraud - Focus on counterfeiting - Coaching / Risk analysis
4	Risk management #1 - Identification of external risk management solutions - Focus on private solutions - Focus on public solutions - Coaching / Risk analysis
5	Risk management #2 - Identification of internal risk management solutions - Focus on specific risk management internal stakeholders - Focus on generic internal risk management stakeholders - Coaching / Risk analysis

TEACHING & LEARNING METHODS

In-class lectures
Case studies
Class discussions
E-learning sessions

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION
Analysis of the criminal risks targeting a real company, using the Criminal risks analysis methodology exposed during the class (Individual paper).	80%	3 to 5 hours individual work
In-class participation and commitment	20%	--

READINGS

The Paradox of Honesty: How Multinationals Contribute to the Spread of Organised Crime, in Milliot, E. & N. Tournois (eds) The paradoxes of globalisation, Basingstoke (UK): Palgrave-McMillan, 2010 – Véry, Monnet.
M@n@gement, : Identification and Economic Analysis of Governance Mechanisms in Legally Registered Mafia Firms, 2012 - Duplat, Véry, Monnet;
Les nouveaux pirates de l'entreprise – CNRS Editions, 2010 – Monnet, Véry (in French).
Global economic crime survey 2018 – PWC

20_M2_LI_LLM_S2_CCO_6174: DATA REGULATION: PROTECTION & OWNERSHIP

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR + MAIL: Raphaël RAULT - rrault@alter-via.fr

COURSE OBJECTIVES

The aim of this course is to give students an in-depth understanding of the General Data Protection Regulation (GDPR), enabling them to master its key concepts and to ensure the practical and operational compliance as regard data regulation.

LEARNING OUTCOMES

After having taken this course, participants are expected to understand:

- the EU Data Protection Law Enforcement Directive, its protection principles, the accountability principle and other rules concerning the protection of personal data;
- the way it is applied by companies and enforced by Data Protection Authorities.

More specifically, participants should be able to:

- identify and implement data security measures for any entity;
- manage the rights of data subjects;
- manage different type of clients' activities as regard data regulation.

PREREQUISITES

Basic knowledge in the law of Information and Communication technology.

COURSE CONTENT

SESSION	TOPIC
1	GDPR: the main principles in practice, GDPR since May 25th, 2018
2	Accountability: a constant visualization within the entity
3	Managing the rights of data subjects
4	Data security - Databases : IP issues
5	Management of client/marketing/human resources activities

TEACHING & LEARNING METHODS

Illustration of the course with practical cases (practical examples, including Data Protection Authorities' penalties).

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
In-class exercises and participation (individual)	50%	In-class	All
Case study (group)	50%	Take-home exam	All

READING

20_M2_LI_LLM_S2_CCO_6178: CORPORATE GOVERNANCE

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR + MAIL: A. SHARKATLI ammar.sharkatli@edhec.edu

COURSE OBJECTIVES

The aim of this course is to bring participants to understand and apply the principles of effective corporate governance. The following key areas will be explored: governance structures, performance management, best practices and corporate governance failures. Students will learn to apply effective corporate governance when directing and controlling public and private sector organizations.

LEARNING OUTCOMES

After having taken this course, participants are expected to understand the different approaches of corporate governance, its structure models and its relevant practices.

More specifically, participants should be able to:

- Explain the main approaches of corporate governance;
- Understand the corporate governance stakes and problems;
- Know and compare the different corporate governance structures and practices;
- Understand the typical causes of corporate governance failures and how to prevent these situations.

PREREQUISITES

No specific prerequisites other than an undergraduate education.

COURSE CONTENT

SESSION	TOPIC
1 (2h)	Introduction: Introduction to corporate governance (definitions, issues...)
2 (2h)	Shareholder approaches of corporate governance : Separation of ownership, shareholder theory, control and management of a business organization.
3 (2h)	Stakeholder approaches of corporate governance: Globalization; Stakeholder theory and CSR; Shared value approach.
4 (3h)	Corporate governance mechanisms: Board models and structures
5 (2h)	Corporate governance mechanisms: Capital, voting structure and employee participation; Shareholder rights and activism.
6 (2h)	Corporate governance best practices: Best practices codes and "comply or explain" + Governance of executive compensation.
7 (2h)	Corporate governance failures: Case study (Enron/ WV)

TEACHING & LEARNING METHODS

The course will involve several teaching and learning methods: series of lectures, in-class presentations, verbal exchanges during the class, research work, case studies.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Continuous Assessment (individual)	50%	--	Comprehension, application, analysis, synthesis, and evaluation
Final Exam	50%	1h30	Focus on the explanation of the reasoning

READINGS

- Mallin Christine A. (2015), Corporate Governance, 5th edition (OUP, Oxford).
- Berle & Means, The modern corporation and private property, 1932 [only Book IV]
- Workers participation at board level in the EU-15 countries", Hans Böckler Foundation / ETUC, 2004
- Preamble of the Transparency Directive 2004/109/EC

20_M2_LI_LLM_S2_CCO_LAW_2726: MANAGING RISK, COMPLIANCE AND HUMAN RIGHTS, PART 2

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR: Bjorn FASTERLING bjorn.fasterling@edhec.edu

COURSE OBJECTIVES

The objective of this course is to help students to:
 understand how businesses can respect human rights by managing human rights risk;
 understand the modern standards of risk management and compliance and their limits.

LEARNING OUTCOMES

After having taken this course, participants will understand how managers in companies deal with challenges related to risk management and compliance.

More specifically, participants should be able to:

participate in the development and implementation of effective compliance and risk management programmes;
 critically assess the effectiveness of compliance and risk management programmes.

PREREQUISITES

Successful completion of "Managing risk, compliance and human rights, Part 1"

COURSE CONTENT

SESSION	TOPIC
1	Risk Management Seminar Risk management practice (1)
2	Risk Management Seminar Risk management practice (2)
3	Compliance Seminar Compliance Practice
4	Anti-corruption seminar Anti-corruption and compliance seminar with Transparency International

TEACHING & LEARNING METHODS

Presentation of basic concepts;
 Case studies;
 Discussion around practical issues & professional experiences;
 Reading of academic and professional papers.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING EVALUATED	OUTCOME
Student individual homework Homework to be completed before the relevant due date	100%	--	LO 1-3	

READING

Case texts and framework texts posted on Blackboard

20_M2_LI_LLM_S2_CCO_LAW_724: ECONOMICS ANALYSIS OF LAW

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR: Frank FAGAN: frank.fagan@edhec.edu

COURSE OBJECTIVES

To develop the ability to make normative argument in favor of one rule over another on the basis of economic efficiency and cost-benefit analysis. To apply that ability to financial regulation and securities law.

LEARNING OUTCOMES

After having taken this course, participants will be able to/are expected to:

Understand current policy disagreements over the regulation of US and EU financial markets.

Understand the policy goals of securities law.

More specifically, participants should be able to:

Apply normative argument based upon economic efficiency to favor one policy over another.

Apply normative argument based upon cost-benefit analysis to favor one policy over another.

PREREQUISITES

None.

COURSE CONTENT

SESSION	TOPIC
1	Introduction
2	Objectives of Financial Regulation
3	Economic Efficiency & Cost-benefit Analysis
4	Shadow Banking & Derivatives Regulation
5	Cross-border Regulation

TEACHING & LEARNING METHODS

The pedagogy is based on academic papers readings, lectures, and exercises.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Take-home problem	100%	One week	Comprehension, application, analysis, synthesis, and evaluation

READING

Readings will be provided in class.

20_M2_LI_LLM_S2_SEM_MGT_721: LEADERSHIP

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 1 ECTS

COURSE COORDINATOR + MAIL: Camille Pradies - camille.pradies@edhec.edu

COURSE OBJECTIVES

Because the students will soon have the opportunity to manage teams and projects, this course familiarizes them with the study and the practice of leadership i.e. the art and science of influencing and motivating people. Students will have the opportunity to reflect on leadership in the legal function.

LEARNING OUTCOMES

After having taken this course, participants will be able to/are expected to know or understand (knowledge-based outcomes)

Understand what leadership and leadership development are (LO1)

Build on a rigorous methodology and authoritative models to study leadership cases and make professional recommendations (LO2)

More specifically, participants should be able to

Describe their personal leadership style and have a clear idea of what they should do to develop their personal leadership within their future professional context (LO3)

Demonstrate leadership and charisma in situation (LO4)

PREREQUISITES

None

COURSE CONTENT

SESSION	TOPIC
1 (6hrs)	Exemplary Leadership; Leadership skills development and paradoxical leadership in context;
2 (3hrs)	Leadership cases and peer-coaching
3 (6hrs)	Communicating a vision in speeches

TEACHING & LEARNING METHODS

Lectures; Case Study; Class discussions; Peer coaching exercise; Self-learning exercises and self-assessment; Speech contest.

ASSESSMENT METHODS

Students will be able to choose between different combinations of assignments and to contract for a specific grade.

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Leadership Case	40%	In-class	LO1 & LO2
In-Class Speech	30%	In-class	LO4
Individual Leadership Assessment	30%	At home	LO3

READING

Recommended readings will be posted on Blackboard.

20_M2_LI_LLM_S2_CCO_LAW_680: LEGAL PRACTICE & RESEARCH # 2

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 1 ECTS

COURSE COORDINATOR: Christophe COLLARD christophe.collard@edhec.edu

COURSE OBJECTIVES

This seminar has a double objective:

- Prepare students for legal practice. In partnerships with law firms, consulting companies and legal departments of big companies, students will be introduced to current best practices through a series of conferences.
- Prepare students for their LL.M final project, whether it is a research work or a case study. In that perspective, emphasis will be placed on methodologies for proposing legal solutions for real-life business situations.

LEARNING OUTCOMES

After having followed this learning process, participants will:

- have acquired the professional lawyers' skills required for handling complex legal issues when working in a team or individually;
- have developed their research skills as well as their knowledge and understanding of various fields of practice.

PREREQUISITES

None

COURSE CONTENT

SESSION	TOPIC
Subject to speakers' availability	Series of conferences made by guest speakers to introduce students to current best legal practices Topic subject to speakers' field of practice
Subject to sponsors' availability	"One Firm / One File" process A series of practical exercises brought by sponsors (law firms or company representatives), introducing students to complex legal or judicial cases (real or designed cases).

TEACHING & LEARNING METHODS

The course includes various pedagogical tools: lectures, class discussion, teamwork, students presentations

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
"One Firm / One File" Class presentation based on the memo--	Written report: 50 % Oral presentation: 40% Process: 10%	Subject sponsors' availability to	Comprehension, application, analysis, synthesis, and evaluation.

READING

Various readings will be given during the course

20_M2_LI_LLM_S2_CCO_6183: INTERNATIONAL TAX EFFICIENCY

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR + MAIL: Emmanuelle DEGLAIRE - emmanuelle.deglair@edhec.edu

COURSE OBJECTIVES

After a brief reminder about the international tax mechanisms (legal frameworks, international Treaties, etc.) the aim of this course is to help students to dig into international tax planning strategies.

LEARNING OUTCOMES

After having taken this course, participants will be able to understand:
how taxes are levied at the international level (national taxes and double taxation agreements);
the treaty shopping concept;
international tax evasion schemes.

More specifically, participants should be able to:
find out and use double taxation agreements;
deal with treaty shopping;
explain and implement some of the most popular tax evasion schemes.

PREREQUISITES

Basic knowledge about international taxation would be appreciated.

COURSE CONTENT

SESSION	TOPIC
1	Reminder about international taxation
2	Transfer pricing strategy
3	Past and present of tax optimization in Europe
4	Past and present of tax optimization outside Europe
5	Challenges of tax optimization for the future

TEACHING & LEARNING METHODS

Lectures, class discussion, collaborative learning.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Case study (group work)	50%	--	All
Individual exam	50%	2h	All

READING

Given in class

20_M2_LI_LLM_S2_CCO_6182: INTERNATIONAL TAX CONSULTING PROJECT

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 2 ECTS

COURSE COORDINATOR + MAIL: Emmanuelle DEGLAIRE - emmanuelle.deglair@edhec.edu

COURSE OBJECTIVES

The aim of this course is to empower the students to practice international tax consulting and to connect them with non-resident junior tax advisors.

LEARNING OUTCOMES

After having taken this course, participants will be able to understand:
the challenges of international tax collaboration;
the tax frontier implications.

More specifically, participants should be able to:
communicate in an efficient manner with tax lawyers from other countries;
evaluate the impact of cross-border activities in the field of taxation;
draft a tax memo.

PREREQUISITES

This module objective is to put in practice what will be seen in the “International Tax Efficiency” course.

COURSE CONTENT

SESSION	TOPIC
1	Non-domestic tax rules presentation
2	Case study introduction and brainstorming
3	Interactive Workshop 1
4	Interactive Workshop 1
5	Case study presentation

TEACHING & LEARNING METHODS

Class discussion, interactive workshops and collaborative learning.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Group Case study, oral presentation	30%	20mn	All
Group Case study, written document	70%	Homework	All

READING

Given in class

20_M2_LI_LLM_S2_CCO_6184: LEGAL ADVICE FOR START UP VENTURE: FROM LAUNCHING TO ICO

NUMBER OF HOURS: 15

SEMESTER: 2

INTERNATIONAL PROGRAMME: 1 ECTS

COURSE COORDINATOR + MAIL: Emmanuelle DEGLAIRE - emmanuelle.deglair@edhec.edu

COURSE OBJECTIVES

Start-up are clients with very special needs both in the field of law and taxation. At their early stage, they focus more on doing business than on protecting their activity or even themselves because of a lack of time and money. But hopefully they will grow very fast and their demand for legal and tax support will then grow even faster. Uncertainty, asymmetry of information, and very strong *intuitu personae* characterize start-up venture and constitute a perfect invitation to visit classical legal and tax mechanism with a very different approach. From shareholder agreement to capital gain taxation, from management fees to issuing shares to the public, students will dig into the different steps of a start-up life.

LEARNING OUTCOMES

After having taken this course, participants will be able to/are expected to:

Have a 360° perception of legal and tax challenges

Understand the challenges of the start-up life

More specifically, participants should be able to:

Apply theoretical legal & tax concepts to start-ups daily issues

Provide relevant legal & tax advice to start-upers

Be proactive in efficient legal and tax mentoring of start-ups

PREREQUISITES

This course will build up on the knowledge acquired in the "Practice of M&As" Course, focusing more specifically on young and fast-growing companies.

COURSE CONTENT

SESSION	TOPIC
1	Introduction to start-up ecosystem: legal and tax analysis
2	Memorandum and shareholders' agreement
3	Raising fund: love money & family approach
4	Raising fund: a contract law approach
5	Raising fund: a corporate law approach

TEACHING & LEARNING METHODS

Lectures, class discussion, collaborative learning.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Take-home assignment (group work)	40%	--	All
Final Exam (individual)	60%	2h	All

READING

Given in class

20_M2_LI_LLM_S2_CCO_6180: PRACTICE OF M&A: IN-DEPTH STUDY & WORKSHOP

NUMBER OF HOURS: 15h

SEMESTER: 2

INTERNATIONAL PROGRAMME: 1 ECTS

COURSE COORDINATOR + MAIL: Ian KAYANAKIS ian.kayanakis@segula.fr

COURSE OBJECTIVES

The objective of this course is to help students to get a clear understating of the financial aspects and financial mechanisms involved by the practice of an M&A transaction all along such an operation, from target identification to post closing/integration period.

LEARNING OUTCOMES

After having taken this course, participants will be able to:

Read and understand how acquirers assess the value of a company/enterprise

Know how to use specific metrics and concept to define the right price through adjustments.

More specifically, participants should be able to:

Understand and participate to the calculation of an enterprise value.

Understand what could impact - and how such impact is calculated - the EV so it turns out to be a final price.

PREREQUISITES

Having followed the law course "Practice of M&As".

Having a basic knowledge in corporate accounting and finance:

How to read accounting statements

Be familiar with the concepts of price, cash, treasury and risks.

COURSE CONTENT

SESSION	TOPIC
1	Valuation methodologies
2	Price building mechanism
3	Price adjustments post-closing

TEACHING & LEARNING METHODS

In-class lectures

Class discussions

Feedback-based case studies

Students will have to prepare each lecture and will come to class fully prepared, based on the material shared beforehand by the teacher. Students will have to prepare questions, on the basis of pre-constituted groups. Students preparations will be sent to the teacher 48h before the lecture. The lecture will be built on a mix between the answers to the list of questions and interactive lecture.

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
In class tests (individual)	40%	30' (x3)	Overall understanding of the subject matter
Participation (Individual)	20%	--	Proactivity
Group exercise (homework)	40%	--	Technical abilities on financials mechanism

READING

20_M2_LI_LLM_S2_CCO_LAW_715: DRAFTING & ENFORCING INTERNATIONAL CONTRACTS

NUMBER OF HOURS: 30

SEMESTER: 1

INTERNATIONAL PROGRAMME: 3 ECTS

COURSE COORDINATOR + MAIL: Frank FAGAN - frank.fagan@edhec.edu

COURSE OBJECTIVES

This course provides students with a basic understanding of the rules that govern common law contract drafting (especially within the United States and United Kingdom) and how common law courts interpret and enforce contractual agreements. More generally, the course provides a framework for understanding how international commercial agreements are managed in cross-jurisdictional contexts.

LEARNING OUTCOMES

After having taken this course, successful participants are expected to understand: the consequences of the steady increase in cross-jurisdictional contracts; and the particulars of common law contract drafting and interpretation.

More specifically, participants should be able to:

review and draft international business contracts that govern agreements with US and UK contractual parties; and draft and negotiate key clauses in commercial contracts.

PREREQUISITES

French contract law

COURSE CONTENT

SESSION	TOPIC
1	Introduction; Sources of Law
2	Elements of a Common Law Contract
3	Good Faith Performance; Unconscionability
4	Remedies
5	- continued
6	England and the Commonwealth
7	Jurisdiction and Governing Law; Arbitration and ADR
8	Distribution Agreements
9	Heads of Terms and Negotiation Preparation
10	Negotiation Simulation

TEACHING & LEARNING METHODS

Lecture, class discussion, collaborative learning, negotiation simulation, ...

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Class participation (individual)	25%	in-class	all
mid-term quiz (individual)	25%	1 hour	all
negotiation exercise (group)	50%

READINGS

A casebook will be provided.

20_M2_LI_LLM_S2_CCO_6181: CONTRACT MANAGEMENT IN THE ERA OF DIGITALIZATION

NUMBER OF HOURS: 30

SEMESTER: 2

INTERNATIONAL PROGRAMME: 3 ECTS

COURSE COORDINATOR + MAIL: Christophe COLLARD - christophe.collard@edhec.edu

COURSE OBJECTIVES

The aim of this course is to provide students with a complete background of how business lawyers bring value in the design and management of commercial contracts and trading relationships: from the design, implementation and management of commercial and contractual policies, processes and practices, to the design and management of contractual standards, the negotiation and management of contractual terms, the management and resolution of claims and disputes, the management and minimization of risks, including for all this the management and understanding of the implementation of technology and its impact on how the “augmented lawyers” operate to obtain the expected business results.

LEARNING OUTCOMES

After having taken this course, participants are expected to understand:

- the scope and purpose of high-performing design and management of commercial contracts in dynamic markets to support the overall strategic goals of the organization;
- the importance of managing and transforming the way organizations operate contract management;
- the importance of understanding and transforming the way business lawyers deliver legal services for more business value, commercial performance, ethics and innovation.

More specifically, participants should be able to:

- design policies, processes and practices to manage commercial complexity and secure the expected business results;
- design and manage contractual standards and terms to enable value and performance and secure ethics;
- lead contract management transformation within an organization;
- embed organizational capability at both strategic and operational level.

PREREQUISITES

Key concepts in contractual law & associated legal considerations in the domestic and international context

COURSE CONTENT

SESSION	TOPIC
1, 2	What is contract management: understanding the contract lifecycle & the elements essential to each of its phases
3	The principles & process of contract design and negotiation The changing face of contracts – simplification, common standards
4	Contract Management Best Practices: how to select appropriate approaches and tools from a broad range of contracting knowledge
5	Basic contract risk assessment techniques
6	Managing, measuring and tracking performance
7	Understanding and managing options in addressing contractual failure or breach
8	Effective post-contract signature delivery and operations - The relevance of contractual governance
9	The role of technology in automating the contracting process, reporting on contracting activities and measuring performance
10	Sector illustration: managing contracts and claims in the railway industry

TEACHING & LEARNING METHODS

Course lectures; Class discussions; Workshops; Group work (case studies).

ASSESSMENT METHODS

ASSESSMENT TYPE	% OF THE TOTAL MARK	DURATION	LEARNING OUTCOME EVALUATED
Class participation (individual)	20%	In-class	All
In-class exercises (individual)	30%	in-class	All
Case study (group)	50%	Take-home exam, in-class presentation	All

READING

1		Introduction to the topic of Family Business	CM	Incoming	Course introduction, Definition and a Characteristics of a Family Business, Economic Relevance of Family Firms, Overview on Advantages and Disadvantages of Family Businesses, Examples of Specific Challenges		No	No
2		Family Businesses as Dynamic Systems	CM	Incoming	Family Businesses as Systems, Ownership/Family/Business, Identity, Attachment, Cohesion, Emotions		No	No
3		Succession	CM	Incoming	Management and Ownership Succession, Planning for the Transfer of Power, Specific Challenges and Problems in the Succession Process		No	No
4		Innovation, Continuous Entrepreneurship	CM	Incoming	QUIZ + Preservation of Entrepreneurship and Innovation over Generations		No	No
5		Strategic Planning and Non-Family Managers/Employees, Financial Considerations, Performance, and Valuation of the Family Business	CM	Incoming	Integration of Non-family Members into the Family Business, Creating Commitment, Justice Perceptions, Performance studies, Financial and Emotional Value, Socio-emotional Wealth		No	No
		Corporate Governance and Professionalization in Family Businesses	CM	Incoming	Guest speaker - Effectiveness of boards, Designing of Family Governance, Family Council, Family Assembly, Family Constitution, Prevention of Conflicts between Family Members, Independent Directors in Family		No	No

TEACHING & LEARNING METHODS

Lectures, demonstrations by videos, guest speakers and live case teaching methods (tentative), Socratic dialogue, reading, case-based discussions, and group exercises.

ASSESSMENT METHODS

ASSESSMENT	NATURE	% OF THE TOTAL MARK	DETAILS	DURATION	LEARNING OUTCOME EVALUATED
Continuous assessment	Continuous assessment	40%	Includes preparation, presentation, and individual participation + 1 QUIZ	During the course and guest speaker events (tentative)	all
Final project	Final assessment	60%	Final project: Developing a case study of a family business	End of course (Due date to be announced and submitted via URKUND)	all

As the final project, students will work in teams and develop a case on a family business of their choice. They will research information on the family and the business, either by public sources (see below) or by means of data collection and interviews. The cases should revolve and describe a specific challenge a family business faces or has faced in the past. The challenge may be (but is not limited to) one of the topics we covered in class. In any case it should be related to family business specific topics. More details will be provided in class. During one of the last sessions each student team will have the opportunity to present their case in order to receive feedback from their classmates and the professor on their case. The written case will need to be submitted electronically to the URKUND anti-plagiarism system (Information on Blackboard).

READINGS

Anderson, Ronald C. and David M. Reeb, 2003. *Founding-Family Ownership and Firm Performance: Evidence from the S&P 500*. *Journal of Finance* 58(3), 1301-1327.

Anderson, Ronald C. and David M. Reeb, 2004. *Board Composition: Balancing Family Influence in S&P 500 Firms*. *Administrative Science Quarterly* 49(2), 209-237.

Bernhard, F. & Labaki, R. (2016). *To sell or not to sell? The financial and socio-emotional dilemma of the ownership decision in the family business*. In Arora, A. & Bacouel-Jentjens, S. (eds.), *International Fragmentation: Impacts and Prospects for Manufacturing, Marketing, Economy, and Growth* (pp. 141-151). London: Palgrave-Macmillan.

Carney, M. (2005). *Corporate governance and competitive advantage in family-controlled firms*. *Entrepreneurship Theory and Practice*, 29(3), 249-265.

Kets de Vries, M. F., & Simmons, S. (2010). *Envy me? The rise and fall of Gucci. Strategy, process, content, context: An international perspective, 4th edn*. Andover, UK: Cengage Learning.

Lins, Karl V., Paolo Volpin and Hannes F. Wagner, 2013. *Does Family Control Matter? International Evidence from the 2008-2009 Financial Crisis*. *Review of Financial Studies* 26(10), 2583-2619.

Pérez-González, Francisco, 2006. *Inherited Control and Firm Performance*. *American Economic Review* 96(5), 1559-1588.

Poza, E. J. (2013). *Family business: Cengage Learning*.

Randel S. Carlock, and John L. Ward, 2007. *Strategic Planning for the Family Business*, Palgrave Macmillan.

Sharma, P., Blunden, R., Labaki, R., Michael-Tsabari, N., & Algarin, J. (2013). *Analyzing family business cases: Tools and techniques*. *Case Research Journal*, 33(2), 1-20.

Zellweger, T. (2017). *Managing the family business: theory and practice*. Edward Elgar Publishing.

Technical notes and cases (e.g. The Gucci case) will be provided during the course.

RESOURCES FOR FINAL PROJECT

[Reading material and slides will be uploaded on Blackboard.](#)

Here are potential sources to research family businesses:

[Business Source Complete \(EBSCO\)](#)

Business Source Complete is the world's definitive scholarly business database, providing the leading collection of bibliographic and full text content. As part of the comprehensive coverage offered by this database, indexing and abstracts for the most important scholarly business journals back as far as 1886 are included. In addition, searchable cited references are provided for more than 1,300 journals.

[EconLit with Full Text \(EBSCO\)](#)

EconLit with Full Text contains all of the indexing available in EconLit, plus full text for more than 480 journals,

Emerald: Access to a growing collection of over 120,000 articles from more than 212 high quality business and management journals. Research from the world's leading business and management publisher that connects theory with practical application. High quality peer reviewed articles from a publisher with over 40 years' experience.

Factiva: 8000 new sources from 118 countries in 22 languages with same-day full text access to major newspapers and business magazines as well as 25 000 company reports.

JSTOR: (Journals storage)JSTOR offers multi-disciplinary and discipline-specific collections that include complete runs of academic journals as well as select monographs, transactions, and conference proceedings.

SAGE: SAGE publishes more than 520 journals in Business, Humanities, Social Sciences, and Science, Technology and Medicine.

DIANE: Extensive coverage of company, financial and economic data from France's major markets.

INTERNET RESOURCES FOR BUSINESS IN FRANCE

Ipsos is a French company which produces market reports and surveys on consumer behaviour and society, in France. It undertakes consultancy work for a fee, but the site contains some fascinating brief free reports which may be interesting for business or marketing students researching France. For example, there are reports on the growing number of people over 50; attitudes to the EU and to work. Ipsos is part of a global organisation called Ipsos-ASI, The Advertising Research Company. The site is in French, but there is a slightly different English version too. <http://www.ipsos.fr/>

Altema is a French online resource for market research and consumer behaviour. Each dossier is written by staff from a French chamber of commerce and presents a picture of the national market for a product, a leisure activity or of market segments. The latest reports deal with issues like adolescent consumers (*and how they are defined*), the fashion for staying in, wine consumption in France, and the dream which country cottages represent. Altema is the brainchild of RESIS (*Réseau d'Informations Stratégiques pour les entreprises*), an organisation set up by the French chambers of commerce, to identify consumer trends, market development, and company strategies worldwide. A very useful resource for anyone researching French markets. Altema is supported by the European Commission. NB. The site is only in French. <http://www.altema.com/altema/>

20_M2_LI_BM_S2_CCO_FLE_1345: IC - FLE

NB HEURES : 15

SEMESTRE : 2

RESPONSABLE DU COURS : Lucie BENAGROUBA (lucie.benagrouba@edhec.edu)

OBJECTIFS DU COURS

Acquérir un niveau élémentaire à expérimenté en langue française tels que définis par le CECRL.
Pouvoir faire face aux situations quotidiennes de la vie académique, sociale ou professionnelle.
En partant d'une analyse du niveau de départ en Français, nous poursuivons ensemble le processus d'apprentissage de la langue cible.

OBJECTIFS D'APPRENTISSAGE

Après avoir suivi ce cours, les participants devraient être capables de connaître ou de comprendre (résultats fondés sur les connaissances) :

Les actes de communication quotidienne dans un contexte professionnel.

Présenter l'entreprise, son organisation, son activité, son marché, sa politique commerciale ainsi que sa situation financière, ses résultats ; exprimer des quantités, indiquer l'évolution, faire des comparaisons, interpréter et commenter des tableaux, des graphiques.

Parler du cadre et des conditions de travail : le poste de travail, les horaires, les salaires, les congés, les relations avec les collègues, etc.

Connaître les principaux acteurs socio-économiques du monde du travail en France.

Découvrir les principales institutions et personnages-clés de la vie politique française et comprendre les relations entre ces institutions.

Plus précisément, les participants devraient être capables de (résultats fondés sur les compétences) :

Exprimer des points de vue personnels sur des thèmes ayant trait aux études ou à des aspects sociaux et culturels.

Produire un texte narratif, informatif ou argumenté.

Rechercher un emploi, un stage : lire/rédiger une petite annonce, un CV, une lettre de candidature, mener/passé un entretien d'embauche.

Acquérir les notions de base pour comprendre la vie sociale en France, les nouvelles tendances et les défis qui attendent le monde du travail en France et dans le monde.

PRÉREQUIS

Niveau A1 à C1 du CECRL : le contenu des cours est décliné en différents groupes de niveaux.

CONTENU DU COURS

Niveau beginner / semestre 2

SESSION	TOPIC
1	Décrire un lieu / Raconter un voyage fait ou à faire
2	Raconter ou comprendre une expérience vécue (1) / Comparer, les temps du passé
3	Raconter ou comprendre une expérience vécue (2) / A la découverte des métiers,
4	Raconter ou comprendre une expérience vécue (3) / Présenter une expérience professionnelle
5	Parler de ses projets (1) / Présenter son parcours universitaire
6	Parler de ses projets (2) / L'expression du futur
7	Parler de ses projets (3) / Exprimer un souhait, un but et une conséquence
8	Bilan et réemploi des compétences acquises en cours d'année Jeux de rôle pour la pratique de l'oral, remédiation

Niveau elementary / semestre 2

SESSION	TOPIC
1	La santé (1) / La consultation chez le médecin ; la notice de médicament ;
2	La santé (2) / Analyse d'images publicitaires de produits pharmaceutiques

3	La santé (3) / Parler des problèmes d'environnement
4	L'apparence (1) / Décrire un look, le dresscode en entreprise
5	L'apparence (2) / Les grands couturiers et l'industrie du luxe en France
6	Thème au choix en fonction des attentes des apprenants (1)
7	Des clefs pour comprendre la France et les Français (1) / Le principe de laïcité, l'État providence, le droit de grève, les valeurs de la République...
8	Bilan et réemploi des compétences acquises en cours d'année

Niveau intermédiaire / semestre 2

SESSION	TOPIC
1	Le Monde du travail (1) / Le vocabulaire de l'entreprise, les secteurs d'activité
2	Le Monde du travail (2) / Mini-projet : à la rencontre d'un professionnel
3	Le Monde du travail (3) / Simulations de situations professionnelles
4	L'environnement (1) / le vocabulaire de l'environnement et la question du greenwashing,
5	L'environnement (2) / Les pesticides dans l'agriculture
6	L'innovation technologique (1) / La description, Matériaux et formes
7	L'innovation technologique (2) / Expression du but
8	Bilan et réemploi des compétences acquises en cours d'année

Niveau Advanced / semestre 2

SESSION	TOPIC
1	Les inégalités (1) / Les types d'inégalités sociales et professionnelles
2	Les inégalités (2) / Débats sur des sujets choisis par les apprenants
3	Les inégalités (3) / Débats sur des sujets choisis par les apprenants
4	Actualité internationale – Les forces en présence (1) / La presse en France et dans le monde
5	Actualité internationale – Les forces en présence (2) / Revue de presse
6	Actualité internationale – Les forces en présences (3) / Exprimer un point de vue sur un thème d'actualité
7	La communication en entreprise (1) / Le mail professionnel
8	Bilan et réemploi des compétences acquises en cours d'année

MÉTHODES PÉDAGOGIQUES

Pédagogie de la tâche, telle que définie par le CECRL.

Documents authentiques extraits d'articles, chansons, documents audiovisuels d'actualité ou de fiction.

- Activités issues des méthodes Rond-Point (éd. maison des langues), Tout va Bien (Clé International) et Echo (Clé International).
- Sites web.
- Documents multimédias disponibles sur le blog : <https://pro2fle.wordpress.com/>, Kahoot, Padlet
- Approche inductive de la grammaire (exemples en situation puis identification et théorisation par l'apprenant).
- Exercices en situation : jeux de rôles plus ou moins dirigés, débats, simulations de réunions.
- Alternance de travail individuel et travail en groupe.

ÉVALUATION TYPE	% DU TOTAL DE LA NOTE	DURÉE	OBJECTIF D'APPRENTISSAGE ÉVALUÉ
Contrôle Continu	100 %, constitué de : Evaluation des compétences étudiées (80%), participation (20 %)	variable	
			Capacité linguistique complète en fonction du niveau et des savoirs et savoir-faire abordés en cours
			Respecter des deadlines Travailler en groupe, Savoir-apprendre

