INTERNATIONAL BUSINESS TRACK
EUROPEAN BUSINESS TRACK

Course Descriptions
(short version)

ESPEME Upper Undergraduate
School Year 2014-2015
AUTUMN SEMESTER COURSES

LEADERSHIP (Core course)
Number of hours: 30
5 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Liz Borredon

COURSE OBJECTIVES

This practical course prepares future managers for working collectively in diverse teams, knowing how and when to exercise leadership, engage others’ abilities and competence and understand the interpersonal challenges intrinsic to cross border ambiguity. Developing self and peer awareness builds the confidence necessary for self-management prior to managing or leading others; examining the boundaries between management and leadership provides a structure enabling each individual to position themselves within a learning framework and monitor their own learning during the program and the next stages in their managerial development.

LEARNING OUTCOMES

- After having taken this course participants will be able to:
- Identify, explain and integrate core leadership competencies
- Give and receive feedback on targeted leadership roles
- Use several frameworks for understanding and appreciating diversity while working with, or leading others

CORPORATE COMMUNICATION (Core courses)

Number of hours: 30
5 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Patrick Longuet

COURSE OBJECTIVES

Corporate communication is today considered a key management function. It is about managing relationships with the organization's stakeholders in order to maximise the corporation's reputation capital and thus to guarantee access to strategic resources. This course develops analytical and decision-making abilities for corporate communication, grounded in a sound knowledge of organization, business economics and management.

LEARNING OUTCOMES

At the end of this course, students should:
- understand the principles and the philosophy of the corporate communication
- be able to design issues and crisis management policies and tools by means of analysis of the problems and the expectations of the public concerned
INTERNATIONAL BUSINESS DEVELOPMENT STRATEGIES  
(Core courses)  
Number of hours: 30  
6 ECTS  
Upper Undergraduate – Autumn semester  
Course coordinators: Frédéric Beaumont ; Anne E. Witte  
Course instructor: Philippe Very

**COURSE OBJECTIVES**

- Understand why companies develop business abroad
- Learn about processes of international development
- Understand what determines the success or failure of international strategies developed by companies
- Raise awareness about specific issues attached to business in transition and emerging economies
- Understand the criminal and ethical challenges faced by companies throughout the world
- Learn how to elaborate a project of international business development

**LEARNING OUTCOMES**

After having taken this course participants should be able to:  
- Select the appropriate conceptual tools for taking internationalization decisions
- Take into consideration both economic and ethical challenges associated with international strategic development
- Make well-grounded strategic decisions
- Design a project of international strategic development

PRINCIPLES OF CORPORATE FINANCE – CASH FLOW MANAGEMENT (Optional courses)  
Number of hours: 30  
6 ECTS  
Upper Undergraduate – Autumn semester  
Course coordinators: Frédéric Beaumont ; Anne E. Witte  
Course instructor: Vadim Yefremov

**COURSE OBJECTIVES**

This course is an introduction to the principles and tools of corporate financial management. The material in this class will reflect my experience in Executive Management, Strategy, Private Equity, Banking and as a Business Consultant. As such, it will integrate the teaching of basic financial concepts with practical applications of these basic concepts. The course will draw heavily on the students' prior course work in Accounting, Economics, and Business Analysis. The central focus of this class will be on the role of financial management in maximizing the value of the firm, with investigations of ethical issues wherever possible.

**LEARNING OUTCOMES**

The students will be able to:  
- Perform the analysis of a project
- Value a project and a firm
OPERATIONS MANAGEMENT: PURCHASING and SUPPLY CHAIN
(Core courses)
Number of hours : 30
6 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Jean Luc Scalabre

COURSE OBJECTIVES

This course explores the key issues associated with the design and management of supply chains which are concerned with the efficient integration of suppliers, factories, warehouses and stores. The demand for integration and cooperation between different actors will therefore be more accentuated.
The main objective is to show how resources and activities can be coordinated all through the supply chain for increased effectiveness. This covers diagnosis, methods and basic tools for effective and efficient supply chain coordination and purchasing management.
The lectures will be focused on the strategic role of purchasing and supply management.

LEARNING OUTCOMES

Upon successful completion of this course, students will:
- Be able to describe and explain fundamentals of Supply Chain
- To develop a general managerial perspective on the role of the supply chain management;
- To familiarize the student with the issues confronting purchasing department;
- To provide the student with vocabulary, concepts, methods and tools to deal with these issues

ADVANCES IN STRATEGIC MANAGEMENT (Core courses)
Number of hours: 30
6 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Charles Lumbers & Philippe Very

COURSE OBJECTIVES

The basic course of Strategic Management endows students with the knowledge and tools that enable them to make sense of the journey companies follow from the engagement in the strategic analysis until the assessment of the decisions taken at both the corporate and business level. The course of Advances in Strategic Management offers the students the challenge to go beyond the basic assumptions and to discover recent and new advances in the field of Strategy. As the global environment has never been so complex, unexpected and unanticipated, students need to go beyond the conventional wisdom to tackle unconventional business issues.

COURSE DESCRIPTION

The course is 12 hours-long and is based on recent developments in the field of strategy that will mainly tackle the following topics:
- Understand the new drivers of competitive advantage
- Discover how executives can learn from failure
- Learn how companies can combine social value and competitive advantage
- Figure-out how networks can help companies reconsider their strategies

Business Game (18 hours)
- Students work in teams and make finance, sales and production decisions based on strategic objectives and situation analysis; they are required to solve an ethical dilemma.
- Companies compete for market share and leadership while monitoring internal strengths and weaknesses, external opportunities and threats.
- Companies therefore adjust decision-making and optimize performance on the basis of changing environmental conditions.
- Companies adopt the best organizational structure and task allocation system.

INTERNATIONAL MARKETING (Optional courses)
Number of hours: 30
6 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Jean-Pierre Dolait

COURSE DESCRIPTION

The course is about Marketing in an international environment when the customer is mainly a consumer but it could also be a company; the course will therefore cover both Business to Consumer (BtoC) as well as some facets of Business to Business (BtoB).

The specificities of the European market environment will also be addressed in several modules of the course which will be of a particular interest for visiting students coming from other continents.

The course will be illustrated with practical examples and cases from real business situations from the consumer and industrial market segments.

COURSE OBJECTIVES

The overall objective of the class is to introduce the students to the main steps of the identification of a market and the adaptation of the 4 P’s of Marketing to an international and multicultural environment.

- To understand, create/adapt and sell products and services to international markets,
- To set prices and build up a coherent pricing strategy across borders,
- To coordinate international distribution networks and communication campaigns.
- To prepare a marketing plan to be submitted to the Management of a Company or external financial investors.
ENTREPRENEURSHIP
(Optional courses)
Number of hours: 30
6 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Diana Kwok

INTRODUCTION

This course is designed to familiarize students with the practices and underlying issues surrounding the creation of new economic activity (with or without the founding of new firms) and with the funding of such initiatives.

LEARNING OUTCOMES

Upon completion of this course, students will gain knowledge on the following topics and be able to assess their own potential and interest becoming an entrepreneur:
- Entrepreneurship as a particular set of skills to be an entrepreneur
- Entrepreneurship as an analytical and managerial process
- Entrepreneurship as a process of sharing risks and rewards between the entrepreneur and his/her stakeholders

ENGLISH COURSE (Language courses)
Number of hours: 30
3 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Liz Dickson

COURSE OBJECTIVES

- To improve the student’s lexical, syntactical and grammatical proficiency to enable students to become operational in an international context
- To develop communicative competence and business vocabulary knowledge
- To develop and apply the necessary oral and written skills in communication situations
- To acquire and develop presentation and negotiation skills
- To be able to effectively analyze a case study, identify problems and causes, and be able to present the findings

LEARNING OUTCOMES

- After having taken this course participants will be able to:
- Read and understand articles related to the course content
- Conduct conversations expressing one’s point of view
- Use business vocabulary concerning Ethics, CSR, Quality, Leadership, E-commerce
- Evaluate management activities: planning, organisation, decision making
- Present a management project in English
SPANISH (Language courses – Only for French students)
Number of hours: 30
3 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Monica Roca

COURSE OBJECTIVES

- Reinforce the practice of oral and written Spanish and Business Spanish
- Increase knowledge of the Spanish business world

LEARNING OUTCOMES

At the end of this course, the student will be able to:
- Discuss, justify, explain, debate about a specific problem in the workplace
- Prepare and do presentations of various projects
- Find socio-economic data for the latest Latin American countries
- Develop an implementation strategy
- Assess legal risks, economic and political of an implementation
- Speak during a work meeting
- Participate in a business forum in the context of recruitment of candidates
- Support a candidate, a position or idea
- Provide oral and written an account of a workshop
- Simulate formal and informal conversations
- Analyze and interpret advertising

ITALIAN (Language courses - Only for French students)
Number of hours: 30
3 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Tania Figone

COURSE OBJECTIVES

Mainly focused on oral activities, this course provides proficiency and fluency of expression in situations of professional communication through simulations and role-plays.

LEARNING OUTCOMES

At the end of this course, the student will be able to:
- Master the different types of communication within a company (interviews, meetings, negotiations)
- Talk about the retail management style of some major Italian companies
- Analyze various communication strategies through the analysis of commercials and ads
GERMAN (Language courses - Only for French students)
Number of hours: 30
3 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Guy Lecamp

COURSE OBJECTIVES

To control written and oral competences necessary to the treatment of situations in professional communication by the means of simulations.

LEARNING OUTCOMES

At the end of the course the student will be able of:
- To describe the main contents of complex texts
- To hold a conversation with native speakers on subjects of everyday life or current events
- To express and defend a personal point of view
- To take part in a negotiation within the company
- To develop a commercial strategy
- To work out the communication strategy of a company

CONTEMPORARY FRENCH BUSINESS AND SOCIETY
(Visiting students courses)
Number of hours: 30
6 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Annette Lang

COURSE OBJECTIVES

This course has been created for international students studying in France for one year or one semester. It introduces them to key social, cultural and economic indicators of French society including a glimpse at corporate best practices, areas of excellence and a critical view of performance. A weekly review of current issues allows students to get their bearings in their socio-cultural surroundings. Product legends will be studied to give students the opportunity to get a glimpse into everyday life and to make the “French experience”.

LEARNING OUTCOMES

After having taken this course participants will be able to:
- identify the key cultural features of contemporary French society with a particular focus on its values
- give examples of large French corporations and compare them with international competitors
- analyze key themes of French opportunity and threats, particularly those related to society and culture
- develop an understanding of the city of the multicultural heritage of the city of Nice
FRENCH BEGINNERS (Visiting students courses)
Number of hours: 30
4 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Gérard Bezier

COURSE OBJECTIVES

- To use the fundamental structures of standard French
- To acquire basic French vocabulary
- To acquire cultural knowledge so as to better apprehend the French speaking word
- To be able to use the French language in daily life

LEARNING OUTCOMES

- Being able to communicate using daily life expressions and basic sentences in elementary French.
- Better understanding the area they are going to live in and French culture

FRENCH INTERMEDIATE (Visiting students courses)
Number of hours: 30
4 ECTS
Upper Undergraduate – Autumn semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Marylin TOUFLET

COURSE OBJECTIVES

- Learn to master daily life communication situations, both written and oral
- Discover France and Aspects of French society and culture
- Participate in discussions and present one’s opinions clearly

LEARNING OUTCOMES

- Master written and spoken French in daily life and in a social context
SPRING SEMESTER COURSES

EUROPEAN ECONOMIC AND GOVERNANCE ISSUES
(Core courses)
Number of hours: 30
5 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Matthias Waechter

COURSE OBJECTIVES

Introduce the European Community to business students.

LEARNING OUTCOMES

After having taken this course participants will be able to:

- Name the important actors in the EEU decision making process and particularly those impacting international business
- Understand EEU regulation with respect to European competitiveness

OPERATIONS MANAGEMENT: IT and LOGISTICS (Core courses)
Number of hours: 30
5 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Jean Luc Scalabre

COURSE OBJECTIVES

Successful companies need to have the capability of delivering high-quality products and/or services to meet their customer demands in a timely and cost-effective manner. Networks of information and material flows must be managed from sources of supply through transformations of resources into goods and services for customer deliveries through distribution systems. the operations process is responsible for planning, organizing, directing and controlling resources in order to meet the goals of an organization. the main purpose is to get the work done efficiently and effectively.

This course provides an introduction to vocabulary, concepts, selected methods and tools useful in operations management, linking new technologies and logistics in the context of erp (enterprise resource planning) projects. This will help students to develop an understanding of the strategic role of operations as well as an appreciation for operations activities and how to improve them.

Throughout the lectures, we attempt to balance theoretical concepts and techniques with a pragmatic outlook on the realities of today’s operations environments.
LEARNING OUTCOMES

Upon successful completion of this course, students will:

- Develop a general managerial perspective on the role of operations and quality management;
- Be able to assess and map processes;
- Develop a broad understanding of advantages and limitations of operations planning and control systems;
- Be able to use basic quality methods and tools.
- Develop understanding of Information Technology and its use in business environment

CORPORATE SOCIAL SUSTAINABILITY/RESPONSIBILITY (core courses)
Number of hours: 30
5 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Alain Vial-Pradel

COURSE OBJECTIVES

This course provides a solid introduction to corporate social responsibility from a managerial and strategic perspective taking an international and comparative approach.

LEARNING OUTCOMES

After having taken this course participants will be able to:

- make a well-founded and critical appraisal of company practices with regard to CSR
- understand the relevance of CSR in a variety of business sectors

INTERNATIONAL ORGANIZATIONS (core courses)
Number of hours: 30
5 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Monique Valcour

COURSE OBJECTIVES

Given the widespread globalization of corporations, success in a management career requires understanding of the complexities of international organizations, as well as skills and cultural agility to operate effectively across national borders. Managing a global workforce, communicating across national contexts, and participating in cross-border teams all require a unique perspective on culture, competency, collaboration and performance.
LEARNING OUTCOMES

After having taken this course participants will be able to:

1. Describe the basic issues in recruitment, selection, performance management, training and development and compensation for employing expatriates and host country nationals.
2. Analyze the impact of cultural dimensions on people’s behavior in business settings, including one’s own behavior.
3. Understand different forms of global work and utilize this knowledge for strategic global HRM and one’s personal career development.
4. Evaluate, analyze and implement effective communication techniques and managerial strategies for a global workforce.
5. Cultivate a global mindset for effectively conducting business across borders.

CROSS CULTURAL MANAGEMENT (core courses)
Number of hours: 30
SPRING SEMESTER
5 ECTS
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Annette Lang

COURSE OBJECTIVES

This course prepares future managers for the international challenges faced when people, services and corporations operate across borders. Students become acquainted with assessing the cultural challenges of developing business in emerging economies by investigating nations using analytical frameworks used by business developers, current events and interdisciplinary investigation methods.

LEARNING OUTCOMES

- After having taken this course participants will be able to:
- undertake an emerging economy analysis using the PESTEL and CAGE frameworks
- use cross cultural theory to forecast managerial and consumer opportunities and risks
- Consolidate a SWOT analysis with country/culture and macro-economic data

PRINCIPLES OF CORPORATE FINANCE – LONG TERM FINANCIAL MANAGEMENT
(Optional courses)
Number of hours: 30
5 ECTS
Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Vadim Yefremov

COURSE OBJECTIVES

This course is an introduction to the principles and tools of corporate financial management. The material in this class will reflect my experience in Executive Management, Strategy, Private Equity, Banking and as a Business Consultant. As such, it will integrate the teaching of basic financial concepts with practical applications of these basic concepts. The course will draw
heavily on the students' prior course work in Accounting, Economics, and Business Analysis. The central focus of this class will be on the role of financial management in maximizing the value of the firm, with investigations of ethical issues wherever possible.

### LEARNING OUTCOMES

The students will be able to:
- Perform the analysis of a project
- Value a project and a firm

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**EUROPEAN BUSINESS LAW (Optional courses)**

**Number of hours:** 30  
**5 ECTS**  
**Upper Undergraduate – Spring semester**  
**Course coordinators:** Frédéric Beaumont ; Anne E. Witte  
**Course instructor:** Pierre-Marie Vague

### COURSE OBJECTIVES

To give future managers an overview of the legal framework for their business projects.

### LEARNING OUTCOMES

After having taken this course participants will be able to:
- Understand the principles of the freedom of establishment and free movement of goods and services
- Understand the impact of the basic principles of the European law on companies’ activities
- Anticipate funding and taxaction opportunities and constraints
- Use consumer and lobby groups to inform strategy

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**INTRODUCTION TO THE LUXURY INDUSTRY**  
(Optional courses)  
**Number of hours:** 30  
**5 ECTS**  
**Upper Undergraduate – Spring semester**  
**Course coordinators:** Frédéric Beaumont ; Anne E. Witte  
**Course instructor:** Marie-Catherine Mars & Marie Cécile Cervellon

### COURSE OBJECTIVES

- Introduce students to the Luxury Markets, through a topical study of the luxury world, including perfumes, cosmetics, accessories, table arts and fashion products.
- Provide students with the knowledge of the luxury world specific dimensions and the basic skills for a successful career in the luxury sector, in an international context.

### LEARNING OUTCOMES

Upon successful completion of this course, students will be able to:
- Describe patterns of luxury consumption,
- Apprehend the basics of luxury brand management,
- Analyze the current economical, managerial & cultural shifts in the luxury industry

**ENGLISH (Language courses)**
*Number of hours: 30*
*3 ECTS*
*Upper Undergraduate – Spring semester*
*Course coordinators: Frédéric Beaumont ; Anne E. Witte*
*Course instructor: Liz Dickson*

**COURSE OBJECTIVES**

- Use of economic and business English necessary in situations of international communication
  - Identifying the differences between written and spoken language

**LEARNING OUTCOMES**

- At the end of this course, the student will be able to:
  - Participate in a debate on the subject prepared
  - Listen to audio files and debrief
  - Read press articles and debrief

**SPANISH (Languages courses - Only for French students)**
*Number of hours: 30*
*3 ECTS*
*Upper Undergraduate – Spring semester*
*Course coordinators: Frédéric Beaumont ; Anne E. Witte*
*Course instructor: Monica Roca*

**COURSE OBJECTIVES**

Understanding the economic and sociopolitical reality of Spain today.

**LEARNING OUTCOMES**

At the end of this course, the student will be able to:

- Debate on a topical issue,
- Write and synthesize journalistic information,
- Justify and give arguments concerning his/her opinion,
- Find information on the Internet concerning a Spanish company & sectors,
- Present the most interesting aspects of a Spanish company,
- Talk about a professional or academic experience and appreciate the positive and negative aspects,
- Compare the Spanish economic situation with the French sectors,
- Read and comment on a graph,
- Prepare and present a tourism project to convince potential investors
ITALIAN (Languages courses - Only for French students)
Number of hours: 30
3 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Daniela Di Stefano

COURSE OBJECTIVES

Mainly focused on oral activities, this course provides proficiency and fluency of expression in situations of professional communication through simulations and role-plays

LEARNING OUTCOMES

At the end of this course, the student will be able to:
- Master the different types of communication within a company (interviews, meetings, negotiations)
- Talk about the retail management style of some major Italian companies
- Analyze various communication strategies through the analysis of commercials and ads

GERMAN (Language courses - Only for French students)
Number of hours: 30
3 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Guy Lecamp

COURSE OBJECTIVES

- Economic and business German
- To adapt the German language to genuine professional situations

LEARNING OUTCOMES

At the end of this course, the student must be able to:
- Read articles from the printed press or the press online and sum them up
- Listen to recorded documents and make a returned account of it
- View videos of company and make a report of it
- Take part in a debate or a fixed topic
- Analyze statistics and figures
- Analyze a situation and work out a strategy in response to new elements
- Linguistic and grammatical part: vocabulary connected to the socio-economic world – Link words – phrasal verbs, subjunctive 1 and 2
CONTEMPORARY FRENCH BUSINESS AND SOCIETY
(Visiting students courses)
Number of hours: 30
6 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Annette Lang

COURSE OBJECTIVES

This course has been created for international students studying in France for one year or one semester. It introduces them to key social, cultural and economic indicators of French society including a glimpse at corporate best practices, areas of excellence and a critical view of performance.

LEARNING OUTCOMES

- After having taken this course participants will be able to:
- identify the key cultural features of contemporary French society with a particular focus on its values
- give examples of large French corporations and compare them with international competitors
- analyze key themes of French opportunity and threats, particularly those related to society and culture

FRENCH BEGINNERS (Visiting students courses)
Number of hours: 30
4 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Gérard Bézier

COURSE OBJECTIVES

- To use the fundamental structures of standard French
- To acquire basic French vocabulary
- To acquire cultural knowledge so as to better apprehend the French speaking word
- To be able to use the French language in daily life

LEARNING OUTCOMES

- Being able to communicate using daily life expressions and basic sentences in elementary French.
- Better understanding the area they are going to live in and French culture
FRENCH INTERMEDIATE (Visiting students courses)
Number of hours: 30
4 ECTS
Upper Undergraduate – Spring semester
Course coordinators: Frédéric Beaumont ; Anne E. Witte
Course instructor: Marylin Touflet

COURSE OBJECTIVES

- Learn to master daily life communication situations, both written and oral
- Discover France and Aspects of French society and culture
- Participate in discussions and present one’s opinions clearly

LEARNING OUTCOMES

- Master written and spoken French in daily life and in a social context