

**MSc Management in International Business, awarded by Grenoble Ecole de Management**

Module Title	Learning Objectives of Module
<b>INTERNATIONAL BUSINESS</b>	
International Negotiations	<p>Of all of the skills you will need to be successful in business (and in life), negotiation will definitely be one of the most important. This course has been designed to give you the knowledge and the skills that you will need to achieve maximum results in your personal and professional negotiations.</p> <p>The topics to be covered include (but are not limited to):</p> <ul style="list-style-type: none"> <li>• Negotiation Theory and vocabulary</li> <li>• Preparing to Negotiate (preparation methodology)</li> <li>• Distributive and Integrative Negotiation</li> <li>• Intercultural &amp; Intern</li> </ul> <p>The primary objective of this course is to help students become more effective negotiators. In addition to learning key concepts and vocabulary particular to the field of negotiation, students will also have a number of hands-on experiences with case studies that become increasingly challenging throughout the module. The intercultural component of negotiation will also be explored, and students will have the opportunity to both prepare and execute an intercultural team negotiation.</p>
Legal Environment of International Business	<p>This course will cover the legal environment of international business, including international sales and trade, as well as the regulation of the international marketplace. The objective of the course is to provide the students with a broad substantive base, as well as a practical understanding of legal issues that they may face when conducting international business. The course attempts to give innovation, strategy and entrepreneurship students a better understanding of how to protect themselves when growing their business in foreign markets.</p> <p>Through the readings, lectures, assignments, and class discussions students shall be given the opportunity to gain a working knowledge of the fundamentals of the three types of international business transactions available to the firm wanting to develop its business abroad: trade, licensing of Intellectual Property Rights, FDI. Students shall also gain a working knowledge of the various dispute resolution mechanisms at the international level, as well as the advantages and disadvantages of each, so that, when negotiating a contract, they will be able to decide whether to settle a dispute through litigation, arbitration, or mediation. Time will also be spent analysing real life contracts so that students are more familiar with these everyday instruments used in an international legal context.</p>

<p>Global Business Operations – Serious Game</p>	<p>This course is an integrative activity where students have to work in group to make decisions on a variety of business areas: finance, production, marketing, human resources, etc. It is based on the CESIM Global Challenge.</p> <p>Throughout the week, students have to make decisions, submit several documents where they motivate their decisions or provide analysis of the competitive dynamics, and finally prepare an oral presentation to be made at the closing of the game.</p> <p>At the end of the module, students will:</p> <ul style="list-style-type: none"> <li>• have an understanding of the interrelations between main business decision areas (marketing, finance, supply chain, human resources etc.)</li> <li>• be able to make decisions under time pressure taking into account all functions' constraints and objectives</li> <li>• have an understanding of how fundamental strategic and functional decisions impact financial statements</li> <li>• be able to work effectively in a multicultural team - have improved cooperation, communication, negotiation, and leadership skills</li> </ul>
<p>Corporate Geopolitics</p>	<p>The course consists of the following materials and activities:</p> <ul style="list-style-type: none"> <li>• Harvard country cases that focus on macroeconomic issues for class discussion and for final exam: Balance of Payments analysis is an important element of this.</li> <li>• Discussion and examples of regional integration – e.g. EU, NAFTA, ASEAN - will provide the input for group assignments on examples of regional integration projects</li> <li>• Introductory lectures on trade statistics and comparative tools such as those provided by the World Trade Organisation, Unctad, the WIR, the World Bank, the WEF</li> <li>• Short video materials from the FT -Additional materials on Moodle to provide further data and comparative material</li> <li>• Extensive bibliography</li> </ul> <p>For students to have a basic understanding of the issues and key trends in international trade, what makes it flow and what causes the flows to halt? There will be a focus on Foreign Direct Investment (FDI) plus regional and bilateral trade agreements which are major and fast-evolving influences on international trade activity. Different levels of government interventionism, the contrast between open and closed trade policies and currency issues are also explored.</p> <p>The overall aim is to provide an international and macroeconomic perspective in coordination with other international sub-modules e.g. Economics, Supply Chain Management, as well as 'MOC'.</p>

## STRATEGY AND OPERATIONS

### Strategic Management

This course is designed to help you get acquainted with some of the key techniques, frameworks and concepts relevant for strategic management. Many of these are used every day in the business world to help solve challenges businesses face. In more detail it deals with the core concepts and models affecting the process of strategy making of organizations and the way in which they can create value.

Key questions will be for example: why are certain organizations successfully making profits and creating competitive advantage, while others fail? How to create a unique strategic position that provides a lasting competitive advantage? Which markets do organizations wish to serve, what kind of products and services do they develop for that purpose, and how can they best roll out successful strategies? Why do organizations collaborate with others and which are the pros and cons of expanding business activities beyond national borders?

To answer these and other questions, this course will analyse the sources of competitive advantage, the strategic purpose of organizations, the content of business and corporate strategies, as well as various ways of cooperation and international expansion.

- You will learn to recognize and describe the most important contemporary strategy issues.
- You will gather insight into the usefulness of basic techniques for analysing and solving problems related to the long-term direction of a company.
- You will gain experience with selecting and applying concepts, frameworks and models for strategic analysis and decision-making to deal with complex business problems.
- You will develop strategic management skills – a special way of thinking about problems, challenges and opportunities – and learn to present and defend your ‘solutions’ in class

Project Management	<p>The Project Management module covers the following topics: Organizations are increasingly defined and operate through project and program based strategies. This trend is essential to understand and become operationally competent within. The module aims to introduce and practice students in the key processes, tools and management of projects as managers, project clients and organizational stakeholders</p> <p>Key components of the course are:</p> <ul style="list-style-type: none"> <li>• What is a project? Why do projects fail?</li> <li>• Defining the project (its goal and its desired benefits)</li> <li>• Project Methodologies – Project Phases – Influence of organization structures on projects.</li> <li>• The project manager profile – Project team - Project manager interfaces. Roles &amp; responsibilities matrix. Managing the team.</li> <li>• Project initiation – Project scope analysis – Charter.</li> <li>• Project risk and assumptions – Risk management planning.</li> <li>• Project planning and planning systems – Duration estimation – investments - Cost estimation, estimation methods.</li> <li>• Tasks and activities – WBS, Work Breakdown Structure.</li> <li>• Project networks – CPM and PERT – Critical Path.</li> <li>• Scheduling – Gantt Chart / Bar Chart – Project crashing.</li> <li>• Project acceptance &amp; closing.</li> <li>• Project documents. Templates and Project Manager's tools.</li> </ul> <p>Provide the participants with a methodology and introduce the basic tools for Project Management in order to make them familiar with the best practices in Project Management, specifically to:</p> <ul style="list-style-type: none"> <li>• Identify a project environment and scope and create a Project Definition document</li> <li>• Conclude project planning and priority settings (Estimating Techniques)</li> <li>• Execute and monitor a project performance and earned value along its life-cycle (Performance Indicator Management)</li> <li>• Allocate and re-allocate resources and timeframes for projects (Adjusting and Correcting)</li> <li>• Manage budgets and costs through the project (Contracting and Costing)</li> <li>• People-manage projects</li> <li>• Define and evaluate Project Success/Failure.</li> </ul>
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<p>International Operations &amp; Supply Chain Management</p>	<p>The content is meant to show the critical link that operations and supply chain management (OSCM) plays between the operational and the strategic levels.</p> <p>The focus of the course starts with the strategic level and progressively moves towards the operational level:</p> <ul style="list-style-type: none"> <li>• Designing a supply chain in relation to strategy</li> <li>• Creating operational and supply chain plans in line with strategy and within resource parameters</li> <li>• Establishing linkages along the supply chain through information and inventories</li> <li>• Purchasing and managing relationships to suppliers</li> </ul> <p>During this module, students are also invited to think through the human, social and environmental consequences of supply chain decisions.</p> <ul style="list-style-type: none"> <li>• Understand how OSCM contributes to global business performance,</li> <li>• Know how to assess the benefits and costs of alternative forms of organizations of the supply chain,</li> <li>• Know the basic vocabulary of supply chain management, inventory management and purchasing.</li> </ul>
<p>Global Marketing Management</p>	<p>In this module students will learn and apply the basic concepts, practices and principles of marketing in a global environment and understand the role of marketing in the company and its relation with the other functions; Students will learn how effective marketing based on an understanding of the customer and the customer's needs, creates value for customers and therefore profits for the company.</p> <p>The contents of this module are:</p> <ul style="list-style-type: none"> <li>• Global Marketing Environment</li> <li>• Market Research</li> <li>• Consumer Behaviour</li> <li>• Segmentation – Targeting - Positioning</li> <li>• International market selection &amp; market entry strategies</li> <li>• Product Management</li> <li>• Pricing Strategy</li> <li>• Marketing Channel &amp; E-commerce</li> <li>• Integrated Marketing Communication Strategy</li> <li>• Digital Marketing</li> </ul> <p>On completion of this course the student should be able to:</p> <ul style="list-style-type: none"> <li>• Understand the major challenges of marketing today</li> <li>• Understand the elements of the marketing mix</li> <li>• Propose solutions to key Global Marketing Strategy issues.</li> </ul>

<p>Business Analytics Management</p>	<p>The objective of this interactive and hands-on course is to provide a practical and current view of business analysis and consulting process and practice. It has been designed to provide learners with practical skills and strategies that will allow them to develop careers as entrepreneurs, international business managers, contractors, project managers or consultants. The course also provides a useful overview for those learners who may need to hire any of these resources themselves. The context of this course is pragmatic and tactical. It will provide the learner with hands-on experience in submitting proposals, gathering information, and writing client reports, on an individual and team basis.</p> <p>After completing this course, the learner:</p> <ul style="list-style-type: none"> <li>• will be capable of selecting and using the appropriate tools to analyze a consulting business problem and offer an integrated solution</li> <li>• will have demonstrated the capacity to think globally and take a position based on his/her personal value system when challenged with an ethical, environmental, social or cultural business case situation</li> <li>• will have demonstrated the capacity to think critically, applying inferential skills and deductive reasoning.</li> <li>• will have demonstrated clear and concise verbal communications including presenting client-facing content.</li> <li>• will have demonstrated clear, creative, organized, interesting and insightful written communication as part of a consultant's logbook</li> <li>• will have worked as a team member by sharing knowledge, soliciting and valuing input from others, developed an understanding of group dynamics and will have used that understanding to achieve goals.</li> </ul>
<p>Managing Technology and Innovation</p>	<p>Our objective is to cover selected major themes in technology and innovation, including:</p> <ul style="list-style-type: none"> <li>• Competitive dynamics,</li> <li>• Creation and capture of market value,</li> <li>• Organizing for innovation,</li> <li>• New product acceptance and diffusion.</li> </ul> <p>The goal is to start with a general understanding of how innovation should be taken into account in business and corporate strategies, and progressively zoom in on the organizational and market levels. Students are also provided with an opportunity to simulate the practice of R&amp;D management in relationship with strategic and marketing management.</p>

Information Systems for Digital Business

Information and knowledge are now recognized as critical resources in the modern organization. Information Systems (IS) are socio-technical systems made of Information Technology (IT), people, organizational structures and business processes.

Information systems – due to the dramatic progress of IT (e.g., computers, software, networks) in the last forty years – now represent the nervous system of most enterprises, and have become a crucial resource to ensure the competitive viability of almost any business. In fact, most organizations' value-creating strategies, products and processes today entail significant reliance on information and information systems.

In spite of the rising complexity and pervasiveness of IT-based information systems, there is a persistent scarcity of business managers who are well versed in IS. Historically, the IS function has been the province of technologists who were not trained in management schools. However, IT specialists typically lack a sufficiently detailed understanding of the objectives, priorities, and business processes of an organization. Thus, they are unable to conceive, select, design, develop and implement adequate information systems without the significant active involvement of business managers. It is therefore of paramount importance that functional and general managers (i.e., non-IT-specialists), for whom information systems are a vital resource, develop a profound understanding of IT and IS. While leaving the IS function solely in the hands of technologists is a critical mistake, now recognized, failing to develop managers that are well versed in IS represents the other side of the same shortcoming.

Carefully note that the above argument does not simply call for more computer literacy and hands-on training. End-user skills, such as performing routine personal productivity tasks (e.g., word processing), analyses (e.g., spreadsheet modeling), and communications (e.g., electronic mail, web publishing, messaging), are critical. However, they are inadequate for managers who must employ technology to develop new products and strategies, need to transform their organization, and have to lead their firms in the face of continued competitive threats. We need general and functional managers to develop a strong grounding in the concepts and language of IT, and to develop a sound appreciation for the information resource and for the information systems that can be acquired and developed to create business value.

To further compound the problems described earlier, the popularization of computing and the rapid expansion of the software industry have led to great hype and confusion. Vendors, pundits, "experts" and various other commentators are all attempting to "educate" potential customers about the advantages and benefits of each new technology. This wealth of "information" (and often misinformation) creates an overload problem leading to the manager's inability to discriminate reliable and accurate information from the many incomplete, ambiguous, misleading or just plain wrong sources. In this environment it becomes fundamental for the business manager to understand fundamental IT concepts and to be able to critically analyze information systems issues.

	<p>This course aims to start you on your way to becoming a competent and IS-savvy manager. The class provides you with a solid foundation in IS upon which you can build further through formal or independent studies. The audience for the course is prospective general and functional managers and entrepreneurs in any industry. However, the course is challenging and does not shy away from some of the technical complexities that are necessary to thoroughly understand IT and its applications and limitations.</p> <p>The course assumes no IT or IS specific knowledge and aims at building such a knowledge base through lecture, discussion, case studies, guest lectures, independent readings, and group projects.</p> <p>During this course we will:</p> <ul style="list-style-type: none"> <li>• Define and understand the concept of IS and its component parts.</li> <li>• Be able to set direction and plan for the management and use of IS resources for innovation and value creation.</li> <li>• Analyze the fundamentals IT concepts and develop the appropriate language.</li> <li>• Know the major computer and information systems currently in use in organizations and be able to analyze their appropriate design and deployment.</li> <li>• Understand and analyze the strategic role of IS in modern digital enterprises.</li> <li>• Understand and analyze current IS management issues and digital trends. In the pursuit of these objectives, we will study the technology itself and the organizational issues that accompany its deployment.</li> </ul>
<p>Managerial Economics</p>	<p>This common core course of managerial economics offers essentially basic economic concepts and tools that are useful for managers, especially those related to the questions of production, factors of production, revenue and price elasticities of demand, opportunity cost, economies of scale, the structure of markets, etc. The idea is to help students to describe and understand the behavior of economic actors by using the core tools used by economists and analysts. No specific requirement is need, except a strong acuity and a big curiosity about what happens in the everyday economic world.</p> <p>By the end of this core module, students should:</p> <ul style="list-style-type: none"> <li>• Understand how markets are functioning;</li> <li>• Distinguish all stakeholders of the production process;</li> <li>• Use several concepts in order to describe the production and the consumption processes;</li> <li>• Recognize some microeconomics concepts.</li> </ul>



Corporate Finance	<p>Corporate Finance covers most of the aspects of finance within a company.</p> <p>Amongst the most important decisions taken by managers of corporations are the selection and the financing of investment projects that maximize shareholder's wealth. Consequently, the course addresses the basic principles of corporate finance:</p> <ul style="list-style-type: none"> <li>• the role of finance in corporations, the financing cycle and the conditions of value creation - compounding, discounting, and the net present value</li> <li>• the investment decisions: cash-flow forecasts and investment selection criteria (NPV, IRR,...)</li> <li>• the financing resources of corporations: equity and financial debt,</li> <li>• equity financing: how to raise money by issuing equity, estimation of the cost of equity (Gordon-Shapiro model, capital asset pricing model),</li> <li>• debt financing: main types of debt (bank loans, bonds, leasing), how to issue debt, calculation of the cost of debt (bank debt, bonds, leasing)</li> <li>• the weighted average cost of capital</li> </ul> <p>At the end of the course, the students should:</p> <ul style="list-style-type: none"> <li>• understand the financial cycle, the importance and the consequences of investment and financing decisions</li> <li>• be able to compound and discount interest and to calculate net present values</li> <li>• be able to make various types of investment decisions (such as the launching of new product, equipment replacement, make or buy) using the discounted cash flow method.</li> <li>• understand the differences between equity and debt, identify the main types of equity and debt and the way they are raised by companies</li> <li>• be able to calculate the cost of equity, the cost of debt, and the weighted average cost of capital.</li> </ul>
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<p>International Financial Risk Management</p>	<p>Multinational firms, as compared to purely domestic ones have greater opportunities in terms of diversification, scale economies, and larger cost effective financing sources. On the other hand, they also face greater risks: political instability, exchange rate fluctuations, and complex fiscal regulations. Since, multinationality is an increasing feature of modern business, managers of firms (be they international or domestic) must have some of the knowledge and skills required by multinational business. The rapidly increasing integration of capital markets renders this even more imperative.</p> <p>This course is, therefore, intended to expose students to the concepts, techniques and instruments of international financial management. At the end of this module, students should be able to solve simple situations of hedging &amp; financing.</p> <p>The International Environment:</p> <ul style="list-style-type: none"> <li>• The multinational environment</li> <li>• The foreign exchange markets: spot, forward, options</li> <li>• Foreign exchange risks</li> </ul>
<p>Strategic Entrepreneurship Project</p>	<p>This module provides a capstone type conclusion to the taught part of the program by drawing on different elements of several core modules from an international business perspective. The focus is on teamwork to complete extensive analysis for an international project and to develop a business plan for a product or service in a new market. The issues discussed will be at corporate, sectoral, national and international level. The case will therefore harness especially modules in Digital Business, Strategy, Innovation, Marketing, Finance and Economics and Supply Chain Management.</p> <p>Initially students will propose an individual project in phase 1 for their choice of product or service for a new market. Then in phase 2, in groups, students will select one of 4 or 5 projects proposed and apply their analytical skills at an international level, creating an international business plan.</p> <p>This module introduces a major change, to be explained in detail on day one. Student groups are to research and to build their case and not to rely on existing case materials or no extensive pathfinding from the instructor.</p> <p>The aim is to apply learning in the program to a specific international business challenge and to introduce business planning concepts and procedures. The course develops teamwork as well as</p>

	<p>multidisciplinary analysis of business activity and management in the public and private spheres. A key input will be the introduction and development of entrepreneurial and innovation approaches and mindsets that are required not only for new businesses and startups, but also required in forward thinking and innovative management.</p> <p>Through this 18 hour module students are required :</p> <ul style="list-style-type: none"> <li>• To research, understand and analyze competitive issues in a complex international environment.</li> <li>• To exploit input from previous modules in a transversal ‘silo-breaking’ approach to complete their analysis, especially applying concepts and models previously encountered but not applied in depth</li> <li>• To present a convincing business plan</li> <li>• To research and use precise economic data (macro, micro) in support of their analysis</li> <li>• To demonstrate individual analysis competence - phase 1</li> <li>• To demonstrate effective group work for oral presentation and written submission in the presentation of their work - phase 2</li> </ul>
<p>Budgeting and Controlling</p>	<p>Managerial accounting information is dedicated to internal decision makers who need to plan, control, co-ordinate and analyse where and how revenues, costs and profits are created in the company (or in part of it), and who need to compare profits according to different scenarios. The goal is to equip master level students with the managerial accounting tools and techniques commonly used by managers to manage the performance of their business unit.</p> <p>On completion of this module, the student should be able to:</p> <ul style="list-style-type: none"> <li>• Understand the role of managerial accounting</li> <li>• Distinguish between the basic cost categories (Fixed/variable, Product/period, Actual/Forecast, Direct/Indirect)</li> <li>• Use marginal costing concepts in problem solving and decision making</li> <li>• Calculate profit/volume equations to determine breakeven, safety index and operating leverage</li> <li>• Appreciate the importance of indirect costs (overheads), the methodologies to allocate indirect costs between products or departments (Absorption costing, Activity based costing) and the problems associated with these allocation methodologies.</li> <li>• Understand the role of the budget and how to prepare its various components (Budgeted P&amp;L, cash budget, budgeted balance sheet)</li> <li>• Understand the concept of reporting: types of variances, role of reporting in managing organisations</li> <li>• Have an appreciation of the balanced scorecard approach to implement strategy and measure corporate performance.</li> </ul>

<p>Research Methods</p>	<p>The importance of competent, rigorous and contributive research is essential to the progress of both academic knowledge and decision making and evaluation processes in business and organisational application.</p> <p>This module will introduce and practice students in the understandings of knowledge and theory and how to develop and refine lines of enquiry that contribute effectively to knowledge areas and organisational development.</p> <p>Students will learn the essentials of organising a research project and the standard practices and methodologies of data collection for a specific purpose, organising and analysing the data and presenting logical conclusions and recommendations.</p> <p>The following key aspects and areas of research will be introduced and practiced within the module:</p> <ul style="list-style-type: none"> <li>• Introduction to research. The theory of knowledge and the importance of good research in the decision making process. Key terms and theories of research</li> <li>• Developing Topics and Research Questions. Developing and framing a valid Research Question and/or identifying a hypothesis to test and Sample Frame and Population identification and access strategies - 'What' to ask 'Who'</li> <li>• Secondary Data Collection and Analysis – Sourcing, reviewing and analyzing secondary data</li> <li>• Methodology and Research Design – Quantitative, Qualitative and Mixed research approaches and methods</li> <li>• Data management, organisation and analysis and drawing valid and appropriate conclusions from analysed data.</li> </ul>
<p>Responsible Leadership</p>	<p>Today's organisations have to adapt to constantly changing environment. Managers need to understand and lead their followers towards responsible business. This module aims at understanding how responsibility is constructed at the interface of the individual and the society level and how to implement it in practice. Students will develop their critical thinking regarding environmental and social stakes in organisational transformations.</p> <p>The module will particularly focus on ethical dimension of decision making, on digital transformation and its impact on the individual, the organisation, and the broader society, and on how to conduct change for sustainability.</p> <p>In this course, we look at contemporary crises that leaders may confront at the interface of the meso-level of the organization and macro-level of society. Ethics acts as a transversal theme, with an emphasis on the ways that leaders are tasked responsibly addressing and problem-solving crises.</p>

	The following topics will be covered:	
	Leadership Perspectives	Intro session to set the stage for what leadership is, covering different perspectives and evolutions of leadership.
	Ecological Crises	We focus on how leadership addresses environmental issues at the interface of their organization.
	Social Crises	We focus on how leadership addresses issues pertaining to socio-economic issues (e.g., inequality, poverty, war) at the interface of their organization.
	Cultural Crises	We focus on how leadership responds to issues of diversity, focusing on marginalized groups at the interface of their organization.
Managing Global Teams	How to manage teams, especially in international context, is a critical challenge for managers. This module provides key tools and perspectives to manage the organisation and facilitate team collaboration. Considering topics such as cultural values and norms, international regulatory structures, cross-cultural discourse, multinational HR systems, and power, politics, and motivation in multinational organizations, this module seeks to prepare students to manage in organizations with a presence in multiple national contexts and work effectively and responsibly with employees, partner organizations, and government actors coming from multiple cultural contexts across a broad range of industries.	
	After setting the stage for global work, we zoom in on some key themes concerning global work, from macro to micro with ethics as a transversal theme:	
	Topic	Details
	Global Work	Intro session to set the stage for global work. Focus: production chains, regulation, multinational organizations, and HR systems.
	Digitalization	We spotlight the key theme (and problematic) of the technological tools and resources necessary to actualize global work and their impact on knowledge creation and collaboration.
	Diversity	We spotlight the key theme of global teams, focusing on intercultural considerations, covering the potentiality and issues that arise in cross-cultural contexts.
	Displacement	We spotlight the impact that global work has on individuals and the ways in which global work both places and displaces an array of workers ranging from global elites to expatriates, digital nomads, migrants, and refugees.
Managing Individual & Organizational Change	In a constantly changing world, we are continually faced with the need to manage change in our own lives and organizations. This module focuses on planning and managing change, and equips students with frameworks and tools to help them successfully manage and implement change strategies.	

	<p>Course Objectives:</p> <ul style="list-style-type: none"> <li>• Understanding the major theories and perspectives concerning change management.</li> <li>• Gaining insight into why people resist change and learning techniques for overcoming resistance to change.</li> <li>• Practicing diagnostic and action-planning skills with regard to leading organization-wide change.</li> <li>• Identifying common missteps of change agents and how to avoid them.</li> <li>• Understanding how power and influence can be navigated to maximize the effectiveness of a change strategy.</li> <li>• Understanding the nature and challenges of developing learning to maximize the ability of people in the organization to effectively adapt to and cope with change.</li> <li>• Developing skills to communicate change.</li> <li>• Enhancing personal capabilities and abilities to navigate at an individual level</li> </ul>
<p>People, Ethics &amp; Digitalization of Society</p>	<p>Technology is both ubiquitous and ever changing. Sometimes, it lays in the background of our actions, sometimes we actively use it to perceive, to understand, things. Sometimes we reject it. Whatever our relation to technology, it has an impact on the way we act in this world.</p> <p>Embedding technology in our lives creates new dilemmas for us as a society. Sometimes, they are illustrated by our own personal questions (how can I use social media X while protecting my privacy?), sometimes by questions we discuss as a society (should we enable AI-based judging algorithms?). Of course, they are also present in organisations (how to develop an ethically acceptable self-driving car?).</p> <p>While we have all faced such questions, it can be difficult to identify them, and then to find the tools to answer them.</p> <p>The aim of the course is to equip you with knowledge, frameworks, approaches, to identify, understand, and find solutions to the ethical dilemmas created by technology. The elements you will learn in class can also be applied to other personal or professional situations where you face an ethical dilemma (for instance, as a manager occupying functions detached to technology or innovation management).</p> <p>Main pedagogical objectives:</p> <ul style="list-style-type: none"> <li>• Ground the discourse in ethics and technology within historical developments</li> <li>• Learn and apply approaches to solve ethical dilemmas</li> <li>• Learn about the different ethical theories involved in solving dilemmas</li> <li>• Discuss values (mine, stakeholders') and balance decisions on value trade-offs</li> <li>• Communicate these analyses cogently in oral and written form</li> <li>• Discuss considerations surrounding emerging technologies in a global society</li> </ul>

Sustainability in International Business	<p>This module is intended as a fun and accessible way for GEM Msc students to understand the sustainability transition and its challenges, and to acquire the fundamental tools for developing international sustainable businesses.</p> <p>The module will aim to fill the following pedagogical objectives:</p> <ul style="list-style-type: none"> <li>• Understand, monitor and redefine the challenges of the ecological, economic and societal transition (EEST), as pertinent to the student’s professional domain.</li> <li>• Understand and monitor the relation between societal evolution, ecological challenges, the dynamics of technology and of international business.</li> <li>• Understand the broad consequences of any innovation project on society, the economy and the environment.</li> <li>• Be able to identify and use sustainability related measurement tools regarding his/ her personal and professional endeavours.</li> <li>• Be able to identify both benchmark and transformational practices of sustainable development related to international business</li> </ul>
Risk Management	<p>This module focuses on protecting the Company’s interests through a better Risk management, the main purpose of is to prepare Company resources to face organizational risks, identify possible Risk Cause and to mitigate their relevant impacts. Students completing the module will understand organisational risk from the generic managers perspective and stake holding, whilst providing gatekeeper knowledge areas for defined Risk Managers.</p> <p>The module will cover the following topics:</p> <ul style="list-style-type: none"> <li>• Introduction to Risk Management.</li> <li>• Identifying and naming risk- Defining Risk Cause and Risk Event.</li> <li>• Quantifying Risk and Development of Risk Register.</li> <li>• FMEA Tables.</li> <li>• Risk Management Strategies and Prevention/Treatment Controls.</li> <li>• Risk Contracting and Insurances- Developing Reserve Estimates to absorb risk event and impact.</li> <li>• Opportunities within Risk.</li> </ul> <p>On completion of the course, participants will have significant knowledge and skills in:</p> <ul style="list-style-type: none"> <li>• Understanding the concepts of Risk Management with emphasis on assessment and mitigation actions.</li> <li>• Getting a detailed description of major risks any international industrial project may face.</li> <li>• Understanding and applying Risk Management techniques as a management tool.</li> <li>• Identifying sources of disputes and building protective reserves into performance estimates.</li> <li>• Identifying ‘Positive Risk’ and opportunities that Risk may present</li> </ul>
Accounting	<p>This introductory course aims to deliver the fundamentals of Accounting Information and Financial Reporting: understanding what is the balance sheet, what is the profit &amp; loss and what is the cash flow statement. The accounting concepts, rules and presentations illustrated with real companies' financial statements</p>

	<p>would help the students to understand the impact of transactions and business decisions on the financial situation of the firms.</p> <p>On completion of the module, student would be able to:</p> <ul style="list-style-type: none"> <li>• Comprehend the main objectives of the financial accounting.</li> <li>• Master the concepts, assumptions, principles, rules, and constraints in financial accounting.</li> <li>• Understand the financial statements : balance sheet, profit &amp; loss and cash flow statement and the relationship between business transactions and their impact on the financial statements.</li> <li>• Mobilize different sources of accounting information as one of the relevant sources of information in firm decision making process.</li> <li>• Calculate key ratios and interpret them in order to perform a basic financial analysis</li> </ul>
Advanced Financial Accounting	<p>The Course Advanced Financial Accounting is in the continuity of the core course and will focus on Financial Statement Analysis. This module is designed to implement all the accounting key concepts, standards, principles acquired in the core course to interpret the accounting and financial information published by firms in decision-making process for any profile of stakeholders be they internal or external to firms. The diversity of firms selected for studies in terms of size, sector and activities perimeter (local and/or international) will open perspectives to the different existing accounting regulations and their complexity in terms of financial reporting (format presentation and rationale).</p> <p>On completion of this module the student should:</p> <ul style="list-style-type: none"> <li>• Have an overview of the role of accounting in business.</li> <li>• Master the financial statements : Balance Sheet, Income Statement, Cash Flows Statement and the links between them.</li> <li>• Be able to elaborate the different financial ratios, indicators from the accounting , financial information published in the financial statements with a critical approach vis-à-vis the quantitative measurements.</li> <li>• Be able to make a firm financial diagnosis using the different financial ratios, indicators and/or non financial information in order to identify the underlined issues at stake.</li> <li>• Be aware of the importance of Cash in business and the impact of different policies undertaken by firms on cash.</li> <li>• Be familiar with main international accounting issues related to the divergence in firm's realities interpretation under the different General Accepted Accounting Standards (GAAP) at international playground on firm's accounts such as IFRS-US GAAP, Sarbanes Oxley, Creative accounting.</li> </ul>



<b>LANGUAGE</b> (Either one)	
French	<p>This course is designed for complete beginners. Students will learn the basics in French in order to allow them to deal with everyday situations. Additionally, the course will give students a broader understanding of the French social and cultural context.</p> <p>Following this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• introduce themselves and talk about what they do in life</li> <li>• handle everyday situations</li> <li>• talk about their home country</li> <li>• purchase goods and ask for their prices - use the present tense</li> </ul>
Chinese	<p>A beginner's introduction to Chinese language and Chinese writing. The course will look at simplified Chinese characters. An introduction to Chinese culture will also be given.</p> <p>Pronunciation of Pinyin</p> <ul style="list-style-type: none"> <li>• Rules relating to writing Chinese characters</li> <li>• Basic grammar - How to introduce oneself</li> <li>• How to introduce one person to another</li> <li>• Polite expressions</li> <li>• An initial approach to the Chinese culture</li> <li>• Basic for oral communication</li> </ul>
Korean	<p>This is the beginning module of Korean Language which is designed for those who have no prior knowledge/learning background in Korean.</p> <p>This course aims to help students master Korean alphabets as well as achieve basic proficiency in 4 skill areas (speaking, listening, writing and reading) under authentic situations. This covers topics such as greetings, introductions, daily life and etc. Korean culture will also be introduced to students throughout the course as it is essential to understand the Korean language.</p> <p>To master Korean Alphabets, Hangeul.</p> <ul style="list-style-type: none"> <li>• To greet and introduce oneself (name, nationality, occupation and etc.) in basic Korean.</li> <li>• To understand greeting etiquette in Korean culture.</li> <li>• To be able to use appropriate nouns/verbs in proper grammar format and form a sentence.</li> </ul>

## **Final Dissertation**

The final dissertation is one of the core components of the second year of the program. The academic dissertation asks students to understand and analyze a key business or managerial issue. Students first undertake an extensive review of our current knowledge of the issue through an in-depth literature review. Working with their tutor, students then identify an area that requires further exploration (Research Gap) and a methodology for filling that knowledge gap (Research Design). Students will undertake original research (Data Collection) to fill the pre-defined gap before writing up their findings and considering their personal contribution to the chosen research domain. This includes an analysis of the academic and practical / managerial implications of their research.