

Courses offer

Exchange Programs

Graduate level-Graduate Certificate in Global
Technology Entrepreneurship

2011-2012

Graduate Certificate in Global Technology Entrepreneurship

Autumn 2011 – Semester 1	Sep – Dec	
COURSES Choice up to 30 ECTS credits	Classes hours	ECTS credits
Strategic Management	24	4
Financial Accounting & Cost Control	27	4
Corporate Finance	21	4
Strategic Information Systems	24	4
Design & New Product Development	18	3
Techno-Entrepreneurial Project	18	3
Innovation and Technology Management	18	3
Human Resources Management	18	3
Management of Technology in Multinational Firms I	13.5	2
Conference: Conflict Management I In French	6	0
TechnoBusiness Mission In French. Year.	18	3

In accordance with the Bologna Agreement students are required to validate 30 ECTS credits per semester.

Grenoble Ecole de Management reserves the right to modify courses in the interest of academic developments.

Spring 2012 – Semester 2	Jan - Apr	
COURSES Choice up to 30 ECTS credits	Classes hours	ECTS credits
Operations Management	18	3
International Business Law	18	3
Self-knowledge and life project: using the MBTI typology	6	0
Leadership and Organizational Behavior	18	3
Advanced Marketing - International Brand & Product Management	18	3
Microeconomics of Competitiveness – Porter's Harvard course	18	3
Management Control Systems	18	3
B2B Marketing and Complex	18	3
Internationalizing the SME	24	4
Management of Technology in Multinational Firms II	12	2
Financial Markets	18	3
Business Game: Cesim Global Challenge	15	3
TechnoBusiness Mission French. Year.	18	3

In accordance with the Bologna Agreement students are required to validate 30 ECTS credits per semester.

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Graduate Certificate in Global Technology Entrepreneurship

Becoming an Entrepreneur Strategist in a Globalized and Technological World

Pedagogical Head: Dr. Philippe LÊ

Associate Professor of Strategy

Program Director of the Advanced Master "Technology & Innovation Management"

About Global Tech

"Global Tech" is the elite track (Master level 1) of the Grenoble Ecole de Management's ESC programme focusing on Global Technology Entrepreneurship. The aim is to educate participants to acquire an entrepreneurial and strategic vision in a globalized and technological world. Emphasis is put on the strategic management of innovation and performance, techno-entrepreneurship and international business. This programme is highly selective (around 40 students, most of them coming from the 1st year French 'Grande Ecole' programme); many well reputed international experts (academics and practitioners) are teaching in this programme. The first semester (from September to December) is the core curriculum (9 courses) and the second semester (from January to beginning May) comprises 10 specialization courses plus testimonies and a strategy consulting mission for concrete companies. It has been elected the best 2nd Year track in 2009-2010.

Syllabus

Module/Submodule	Design	
Departement	MTS	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	18 hours	
Total Study Hours	50 hours	
Coefficient : 1	ECTS Credits : 3	USA Credits : 1,5

Learning Objectives	<ul style="list-style-type: none"> - Creating awareness of design's vital impact design on business results - Obtaining knowledge of design best practices - Creating basic understanding about the integration of design in a company situation - Recognising the link between the creative design approach and creative management
Course Description	<p>Products and services attract their clients for various reasons. Functionality, price, ergonomics, symbolic value, brand identity and aesthetics are all important issues for product appeal. Design influences these aspects, while working in line with the company's strategy. Good design stands out, increases sales and is vital for companies in a competitive field.</p> <p>Good design means the right innovation and good business results.</p> <p>In this course on product innovation, we concentrate on the design of products and packagings and the reasons for product attachment. We will study this from the viewpoint of a business student by analysing the following themes:</p> <ul style="list-style-type: none"> - Understanding the value of design for a company by studying various

	<p>design cases and design-oriented companies.</p> <ul style="list-style-type: none"> - Understanding the design process and the basics of design management. - Obtaining knowledge of design movements and design history
<p>Teaching Method</p>	<p>Three projects are part of this course</p> <p>1) Exercise: "Designed to be loved ... or not?" You will individually identify and analyse a product that you truly adore or hate. To begin with, you have to fill in a questionnaire. Secondly, during classes you will present a part of this work with your team of students. Your individual questionnaires and the group PowerPoint presentation need to be sent to the professor in one email before the presentation takes place. The date of the presentation will be specified by your professor.</p> <p>2) The Message in the Bottle exercise & design concourse Your team will act as a design agency that creates and presents a packaging in a professional way. You will have to analyse existing packaging on sales and propose a new challenging one. You will present your best proposal in the last class of the course. Together we will select the winning proposal! The teams will be attributed the names of the world's most successful international design agencies at the moment: e.g. ZIBA, Smart Design, Lunar Design, Altitude, Design Continuum, Fuseproject, Antenna Design, IDEO, Pentagram, Ralph Appelbaum, Tools Design ...</p> <p>3) Based on short articles or case studies, you will study companies that are leader in specific new product development aspects: Alessi, Ideo and Motorola. The development of environmental-friendly product solutions is an emerging topic in the design field. We will therefore also include an article and discussion on eco-design in this course.</p>
<p>Evaluation</p>	<p>Continuous Assessment : 100 %</p> <p><i>Details concerning participation (20% of evaluation)</i> 18 = Excellent contribution 14/15 = Good contribution 11 = Some contribution, but minimal effort 7 = Passivity or contribution on a irregular basis 4 or less = No contribution or negative participation</p> <p><i>Class participation is not class attendance. Attendance to each of the sessions is compulsory. If for some valid reasons, you know that you will not be able to be present to a class, please inform the instructor in advance.</i></p> <p><i>Being absent during a group presentation leads to 0 for this part of the evaluation.</i> <i>More than 25% absences can lead to a 0 for the evaluation of the continuous assessment.</i></p> <p><i>Individual and group work will be graded based on the presentation, clarity, quality of the analysis and recommendations. The main criteria are:</i></p> <ul style="list-style-type: none"> - The assignment was understood and answered comprehensively - Insight in the topic was demonstrated with links to the course concepts - Logical, systematic thought and reasoning is demonstrated

	<p>- <i>Conclusions are logic, meaningful and substantiated</i></p> <p>- <i>Style, language and lay-out are neatness</i></p>
Textbook	<p>Articles to be studies during the cours</p> <p>1) Alessi; Dance on the Borderline by KIRCHENBAUM,J., Fast Company, October 2001</p> <p>2) Ideo; The Power of Design by NUSSBAUM, B., Business Week, May 2004</p> <p>3) Motorola; Making the Most of a Slim Chance by ANTHONY, S., Harvard Business School Publishing 2005</p> <p>Recommanded</p> <p>SPARKE, P. (1997), The New Design Source book, Knickbrocker Press, Quarto Inc</p> <p>BRUCE, M. and BESSANT, J. (2002), Design in Business: Strategic Innovation Through Design</p> <p>BRUCE, M. and COOPER, R. (1997), Marketing and Design Management</p> <p>BURDEK B. (2005), Design, History, Theory and Practice of Product Design, Birkhäuser, Basel, Boston, Berlin</p> <p>STEFFEN, D. (2000), Design als Produktsprache, der Offenbacher Ansatz in Theorie und Praxis, Verlag form</p>
Bibliography	<p>ALDERSEY-WILLIAMS H (1992), World Design, Nationalism and Globalism in Design, Rizzoli International Publications</p> <p>BAKER, M. and HART, S (1999), Product Strategy and Management</p> <p>BORJA de MOZOTA, B. (2002), Design Management: Using Design to Build Brand Value and Corporate Innovation, Editions d'organisation, Paris</p> <p>CAGAN, J.and VOGEL, C (2002), Creating Breakthrough Products, Prentice Hall</p> <p>CSIKSENTMIHALYI, M. and ROCHBERG-HALTON E. (1981), The Meaning of Things, Domestic Symbols and the Self, Cambridge University Press</p> <p>DORMER, P. (1993), Design since 1945.- Thames and Hudson</p> <p>KELLEY T., LITTMAN J. (2005), The Ten Faces of Innovation: IDEO's Strategies for Defeating the Devil's Advocate and Driving Creativity Throughout Your Organization</p> <p>KRIPPENDORF, K. (2006), The Semantic Turn, a New Foundation for Design, Taylor & Francis</p> <p>LEWI, G. (2005), Branding Management, Pearson Education</p> <p>NOBLET de J. (1993), Design, miroir du siècle, Flammarion</p> <p>NORMAN, D. (2004), Emotional Design, Why we love (or hate) everyday things, Perseus Book Group</p> <p>PETERS, T.(2005), Design; Innovate Differentiate, Communicate, Dorling Kindersley</p>

Syllabus

Module/Submodule	Financial Accounting and Cost Control	
Departement	GDF	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	27 hours	
Total Study Hours	100 hours	
Coefficient : 1	ECTS Credits : 3	USA Credits : 1,5

Learning Objectives	<p>On completion of this module, the student should:</p> <ul style="list-style-type: none"> - Understand the 3 main financial statements (Balance sheet, Income statement, Cashflow statement) and how they are prepared - Analyse & interpret financial statements - Be aware of the critical accounting concepts (matching principle, fair value) - Have an overview of the role of managerial accounting - Understand and be able to distinguish between the basic cost categories - Be able to calculate the components of cost of goods sold - Understand the various costing systems (job costing, total absorption, activity based, marginal) - Use marginal costing concepts in problem solving - Calculate profit/volume equations to determine breakeven - Appreciate the importance of overhead costs, the incorporation of overheads into a costing system and the problems associated with their allocation. - Understand the concept of standards and variances and their role in managing organisations - Understand the role of the budget - Learn the key terms in English
Course Description	<p>This module is aimed at:</p> <p>1/ reviewing the basics of accounting & financial analysis in English. It will introduce the students to the basic principles and underlying concepts from an international perspective (IFRS), focussing on the ways in which accounting statements can be used to improve the quality of decision-making. The overall objective is to prepare the students for more advanced classes in finance & controlling.</p> <p>2/ understanding the principles of managerial accounting and controlling. 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.</p>
Teaching Method	Lectures, exercises and case studies.
Evaluation	<p>Examination : 70 % Continuous Assessment : 30 %</p> <p><i>1 test en classe de 1h pour le contrôle continu 1 partiel de 2h</i></p>

Textbook	Atrill, McLaney, Accounting and Finance for non specialists, Prentice Hall (6th Edition), ISBN 9780273716945
Bibliography	

Syllabus

Module/Submodule	Strategic Management	
Departement	MTS	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	18 hours	
Total Study Hours	18 hours	
Coefficient : 1	ECTS Credits : 4	USA Credits : 2

Learning Objectives	<p>Upon the successful completion of this course, you should be able to:</p> <ul style="list-style-type: none"> • Apply knowledge gained from other courses in the program • Integrate technology and strategy in a general management framework • Promote innovation and creativity in yourself and your organization • Maintain your currency in the field of technology management • Contribute meaningfully in the analysis of global business issues. <p>To be successful in this class, you are expected to participate in group exercises and class discussions.</p>
Course Description	<p>This course explores the strategic management of innovation and technology. This is not a course dedicated to engineers. It targets management scholars and general practionners who need to define the strategy, the organisation and the control at the business unit or corporate level. It may also be useful to policy makers and to managers of professional associations who aim at stimulating innovation and new technology adoption. This course presents the strategic games around technologies and innovation. It explores how technology and innovation can be managed.</p>
Teaching Method	
Evaluation	<p>Continuous Assessment : 100 %</p> <p><i>A: Class participation (discussion in class)</i> <i>B: Analyse of a case</i></p>
Textbook	
Bibliography	

Syllabus

Module/Submodule	Corporate Finance	
Departement	GDF	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	24 hours	
Total Study Hours	24 hours	
Coefficient : 1	ECTS Credits : 4	USA Credits : 2

Learning Objectives	Familiarize student with financial thinking and basic techniques
Course Description	Basic course in Corporate Finance
Teaching Method	<p>Reading, exercises (end-of-chapter) and case studies Students are advised to go through the following modules of "Cross Knowledge":</p> <ol style="list-style-type: none"> 1. Fundamentals of Finance, parts 1, 2 and 3 2. Understanding Financial instruments all parts except that on options 3. Value creation parts 1 and 5
Evaluation	<p>Examination : 60 % Continuous Assessment : 40 %</p> <p><i>The exam will cover the topics discussed in class as well as the student's ability to use the basic techniques</i></p>
Textbook	Ross, Westerfield and Jaffe: Corporate Finance
Bibliography	<p>Berk and DeMarzo: Corporate Finance Brealy and Myers: Principles of Corporate Finance Emery, Finnerty and Stowe: Corporate Financial Management</p>

Syllabus

Module/Submodule	Self-knowledge and life project : using the MBTI typology	
Departement	M&C	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	9 hours	
Total Study Hours	69 hours	
Coefficient : 0	ECTS Credits : 0	USA Credits : 0

Learning Objectives	<ul style="list-style-type: none"> - favoriser la connaissance de soi et des autres, démarrer son bilan, - déterminer les potentialités qui vont favoriser ou gêner l'exercice de la fonction ciblée, - préciser les attitudes fondamentales pour : <ul style="list-style-type: none"> · permettre à l'étudiant de définir la façon dont il pourra s'exprimer dans un type de métier donné, · aider à la définition des critères de choix d'une profession ou d'un secteur d'activité.
Course Description	<p>Le MBTI est particulièrement adapté dans la phase initiale d'une démarche de bilan personnel et d'orientation professionnelle en ce sens où il permet à chacun de connaître les grands traits immuables et caractéristiques de sa personnalité avec lesquels il aura à évoluer pour aboutir à un projet de carrière correspondant à ses aspirations et ses aptitudes. Sa réelle valeur prédictive permet de faire aisément le rapprochement entre les attitudes d'un type donné et les nécessités d'un métier.</p>
Teaching Method	<p>La démarche utilisée dans ce cours a pour but de permettre à chacun de découvrir seul, en plusieurs étapes son propre type de personnalité. Pour cela, un questionnaire, des présentations et des exercices en groupes seront utilisés.</p>
Evaluation	<p><i>Implication : 100 %. Une présence sans faille est donc obligatoire. Toute absence non justifiée sera sanctionnée par un module non validé.</i> <i>Contrôle continu</i> <i>ATTENTION : en cas d'absence JUSTIFIEE, un rattrapage collectif sera programmé dans le début de l'année civile.</i></p>
Textbook	
Bibliography	<ul style="list-style-type: none"> - Briggs Myers Isabelle, (1995), MBTI : Introduction aux types psychologiques, 5e édition, ECPA, Paris. - Krebs Hirsh, S. et Kummerow, J. (1994), Introduction aux types psychologiques dans les organisations, traduction de P.Cauvin et G.Cailloux, Psychometrics Canada Ltd. - Cauvin, P. et Cailloux, G. () Deviens qui tu es, éditions Le Souffle d'Or, Paris.

Syllabus

Module/Submodule	Techno-Entrepreneurial Project	
Departement	MTS	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	36 hours	
Total Study Hours	36 hours	
Coefficient : 1	ECTS Credits : 3	USA Credits : 1,5

Learning Objectives	
Course Description	<p>Part I The primary objective of this course is to develop critical analysis skills needed to compete aggressively as an entrepreneur in high tech. Many start-up entrepreneurs, as well as the people advising them have stressed the importance of writing a business plan as a foundation of the new venture process. The result of such perception has been an over-supply of business plans that look and sound similar, due to the formatting provided by many software programs, “templates” and literature available from a variety of sources (in particular the internet). Usually, the “ready-made” business plans end up having little relation to reality, being used only as a tool to raise financial backing, and not to plan the business. This course looks at the business plan as the corollary of a process of finding, screening and analyzing business ideas, the outcome of the development of the business concept and not its foundation.</p> <p>The course examines present-day issues in high technology business. Upon completion of the course, the student should have developed the following skills: (a) the ability to assess and predict customer needs in markets that may not yet exist; b) the ability to create and execute marketing, technology development and strategic plans that integrate technological development with evolving customer requirements; (c) an understanding of how the confluence of technological innovation, marketing, market forces and venture finance drives new technology ventures; (d) the knowledge of how to identify the various sources of financing for ventures; (e) an understanding the role of teams in the entrepreneurial process and the type of team partners that entrepreneurs must seek; (f) an understanding of the types of venture partners and alliances that might be beneficial for venture success; (g) and a realization of how these preliminary steps lay the ground work for the creation of an effective business plan.</p> <p>Part II The primary objective of this portion of the course is to successfully integrate innovative products into a business plan including sales, marketing and business development in a for-profit startup, with particular emphasis on high technology companies. Innovation is no longer an option for growth, but a requirement for survival. Attend this course to learn how to drive innovation, sustain growth, and avoid surprises. Provide a strategic focus to your product and technology investment decisions by developing technology roadmaps focused on customer needs. For the purpose of this course, a “startup” can either be a new venture, or an existing company entering a new market. Many start-up entrepreneurs, as well as the people advising them have stressed the importance of writing a</p>

	<p>business plan as a foundation of the new venture process. The result of such perception has been an over-supply of business plans that look and sound similar, due to the formatting provided by many software programs, “templates” and literature available from a variety of sources (in particular the internet). Usually, the “ready-made” business plans end up having little relation to reality, being used only as a tool to raise financial backing, and not to plan the business. This course looks at the business plan as the corollary of a process of finding, screening and analyzing business ideas, the outcome of the development of the business concept and not its foundation.</p> <p>The course examines present-day issues in high technology business. The course focuses on principles, concepts, skills, practices, information, and choices that are relevant for start-up and early-stage entrepreneurs, entrepreneurial managers, and their stakeholders. It is a complex and demanding course with two basic objectives. The first is to teach effective entrepreneurial and general management practice from the perspective of the founder and stakeholders. The second is to apply the entrepreneurial perspective in order to approach business problems from a value creation framework.</p> <p>Upon completion of the course, the student should have developed the following skills: (a) the ability to assess and predict customer needs in markets that may not yet exist; b) the ability to create and execute marketing, technology development and strategic plans that integrate technological development with evolving customer requirements; (c) an understanding of how the confluence of technological innovation, marketing, market forces and venture finance drives new technology ventures; (d) the knowledge of how to identify the various sources of financing for ventures; (e) an understanding the role of teams in the entrepreneurial process and the type of team partners that entrepreneurs must seek; (f) an understanding of the types of venture partners and alliances that might be beneficial for venture success; (g) and a realization of how these preliminary steps lay the ground work for the creation of an effective business plan.</p>
<p>Teaching Method</p>	<p>Case studies will be discussed in this class. Instructions for preparing for discussion of the cases will be reviewed during the first class meeting.</p> <p>The readings from the required text must be completed by the class meetings indicated on the Course Schedule. Class discussion will refer to material covered in these texts. Three additional texts are recommended reading for the course.</p>
<p>Evaluation</p>	<p>Continuous Assessment : 100 %</p> <p><i>PART I</i> 15% Class participation. Your creative and constructive involvement in class discussion is an essential component of class. 85% Group Project (2 live presentations (40 points) + 2 papers (45 points)). In addition to my assesment of your work, you will be asked to grade your own and your teammates’ participation on this project on a 1-10 point scale. All members of a group will receive the same initial grade, however the results of the peer review score.</p> <p><i>PART II</i></p>

	<p>15% <i>Class participation. Your creative and constructive involvement in class discussion is an essential component of class.</i></p> <p>85% <i>Individual Project (2 live presentations (40 points) + 2 papers (45 points)). In addition to my assessment of your work, you will be asked to grade your own participation on this project on a 1-10 point scale. All members of a group will receive the same initial grade, however the results of the peer review score.</i></p>
Textbook	
Bibliography	

Syllabus

Module/Submodule	International Human Resources Management	
Departement	M&C	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	27 hours	
Total Study Hours	27 hours	
Coefficient : 1	ECTS Credits : 3	USA Credits : 1,5

Learning Objectives							
Course Description	In this course on International Human Resource Management, students will examine the fundamental functions of an HR department (planning, staffing, training, compensation,...) and how they are affected and managed in international business settings. They will learn that there is no "best-way" or "one-size fits-all" approach to managing human resources internationally. IHRM is embedded within broad political-economic and cultural traditions and practices. However, this doesn't mean that no HR policies are transferable. Students will also learn to appreciate the close link that exists between a firm's corporate strategy, its culture and its IHRM strategy.						
Teaching Method	Teaching methods for this course include: 1. Lectures 2. Classroom exercises and discussions of cases and readings 3. Student presentations: cultural briefs						
Evaluation	Continuous Assessment : 100 % METHODS OF ASSESSMENT: <i>Students will be evaluated on performance in each of the components below:</i> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Assessment</th> <th style="text-align: left;">Weight</th> </tr> </thead> <tbody> <tr> <td>1. Take home final exam (Individual)</td> <td>70%</td> </tr> <tr> <td>2. Cultural briefs (group exercise)</td> <td>30%</td> </tr> </tbody> </table> <i>Cultural briefs. You are to assume the role of HR consultants who are brief out-going expatriates in a 20-min. Powerpoint presentation about the country to which they have been assigned. You may choose a country in which you have studied, lived, or are interested in. Non-French students may choose their home country. The instructor will give more details on how your presentation will be evaluated.</i> <ul style="list-style-type: none"> - Groups: 5 students. - Groups must give the instructor a hard copy of their Powerpoint presentation the day of the presentation as well as give or send an electronic version at least two days before the presentation. - Content: Cultural insights about managing people, doing business, or HRM practices in a given country – should include labor legislation and other environmental factors - Be creative! Use role plays, sketches, or other means to get your 	Assessment	Weight	1. Take home final exam (Individual)	70%	2. Cultural briefs (group exercise)	30%
Assessment	Weight						
1. Take home final exam (Individual)	70%						
2. Cultural briefs (group exercise)	30%						

	<i>points across.</i>
Textbook	<p>Main sources:</p> <ul style="list-style-type: none"> • Briscoe, Dennis R. and Schuler, Randall S., International Human Resource Management, 2nd ed., Routledge, 2004. • Schneider Susan C. and Barsoux Jean-Louis. Managing Across Cultures, 2nd ed. , Prentice Hall, 2003. • Hodgetts, Richard M. & Luthans, Fred. International Management: Culture, Strategy, and Behavior, McGraw Hill Irwin, 2003. See especially chapters 4 (corporate social responsibility), 5-8 (impact of culture on management), 15 (IHR selection and repatriation), 16 (IHR training and development), 17 (labor relations) • Dowling, Peter J., Welch, Denice E., Schuler, Randall S., International Human Resource Management: Managing People in a Multinational Context, Thomson-Southwestern, 2004. • Evans, Paul; Pucik, Vladimir; Barsoux, Jean-Louis; The Global Challenge, Frameworks for International Human Resource Management, McGraw Hill Irwin, 2002. • Harzing, Anne-Will and Ruysseveldt, Joris Van, International Human Resource Management, 2nd ed., Sage Publications, 2004 • Schuler, Randall S.; Jackson, Susan E.; Luo Yadong; Managing Human Resources in Cross-Border Alliances, Routledge, 2004. • Sparrow, Paul; Brewster, Chris; Harris, Hilary; Globalizing Human Resource Management, Routledge, 2004.
Bibliography	

Syllabus

Module/Submodule	Strategic Information Systems	
Departement	MTS	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	0 hours	
Total Study Hours	0 hours	
Coefficient : 1	ECTS Credits : 4	USA Credits : 2

Learning Objectives	<p>During this semester we will:</p> <ol style="list-style-type: none"> 1. Define and understand the concept of IS and its component parts. 2. To examine the managerial implications of recent technology trends. 3. To understand the business and economic implications of recent IT developments. 4. Be able to set direction and plan for the management and use of IS resources. 5. To comprehend and analyze how information and Information Systems can create competitive advantage. 6. To evaluate the conditions and characteristics making IT-dependent competitive advantage sustainable. 7. To analyze the execution of IT-dependent strategic initiatives. <p>Page 3</p> <ol style="list-style-type: none"> 8. Understand emerging IS management issues and trends. <p>In the pursuit of these objectives, we will study the technology itself and the organizational issues that accompany its deployment.</p>
Course Description	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.
Teaching Method	
Evaluation	Continuous Assessment : 30 %
Textbook	
Bibliography	

Syllabus

Module/Submodule	Innovation Management	
Departement	MTS	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	18 hours	
Total Study Hours	18 hours	
Coefficient : 1	ECTS Credits : 3	USA Credits : 1,5

Learning Objectives	<p>The course will be articulated in the following six parts:</p> <ol style="list-style-type: none"> 1. Introduction to innovation management: nature and sources of innovation and relation with performance and economic development, obstacles to corporate innovation 2. Disruptive innovation and technological progress: opportunities for new and small players and the role of new entrants, 3. Innovation in mature industries: blue Ocean strategies, design-driven innovation, global supply chains 4. Organizational design and corporate culture for innovation: creativity in teams, learning organizations and open innovation paradigms. 5. Innovation and business internationalization: reverse innovation, open innovation, emerging countries and emerging needs, the bottom of the pyramid 6. National and local Systems of innovation: innovation networks, clusters, creative regions and public policies for innovation.
Course Description	The course will deal with the most important aspects of the Management of Innovation with an emphasis to the International Business and the Global Environment
Teaching Method	
Evaluation	<p>Continuous Assessment : 100 %</p> <p><i>It includes group assignments, class participation, and a final essay.</i></p>
Textbook	<p>Tidd J. and Bessant J. (2009) Managing Innovation: Integrating Technological, Market and Organizational Change, John Wiley & Sons.</p> <p>Conway S. and Steward F. (2009) Managing and Shaping Innovation, OUP.</p>
Bibliography	<p>Tidd J. and Bessant J. (2009) Managing Innovation: Integrating Technological, Market and Organizational Change, John Wiley & Sons.</p> <p>Conway S. and Steward F. (2009) Managing and Shaping Innovation, OUP.</p>

Syllabus

Module/Submodule	International Business Law	
Departement	GDF	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	18 hours	
Total Study Hours	18 hours	
Coefficient : 1	ECTS Credits : 3	USA Credits : 1,5

Learning Objectives	<p>Suite à ce cours vous saurez :</p> <ul style="list-style-type: none"> - utiliser le vocabulaire juridique propre au droit de l'entreprise - analyser les principales problématiques liées à la création et à l'organisation d'une entreprise - trouver des solutions cohérentes à ces problématiques
Course Description	Présentation des solutions juridiques encadrant la création et l'organisation d'une entreprise.
Teaching Method	Les séances sont consacrées à la résolution de cas et s'appuient sur un poly de cours présentant les mécanismes juridiques régissant le thème traité.
Evaluation	<p>Examination : 100 %</p> <p><i>L'évaluation a pour objectif de vérifier que les étudiants connaissent le vocabulaire juridique utilisé en droit de l'entreprise, sont capables d'analyser une problématique juridique et peuvent proposer des solutions cohérentes.</i></p>
Textbook	
Bibliography	

Syllabus

Module/Submodule	Operations Management	
Departement	MTS	
Program/Track	Global Tech	
Academic Year	2011-2012	
Contact Hours	18 hours	
Total Study Hours	18 hours	
Coefficient : 1	ECTS Credits : 3	USA Credits : 1,5

Learning Objectives	<p>To introduce the issues involved in managing Operations</p> <ul style="list-style-type: none"> • To provide frameworks & tools that can be used to resolve Ops. Issues . • To update with the recent trends in Operations <p>At the end of the course, participants would (must) have learnt the following:</p> <ul style="list-style-type: none"> - How to measure any given business process? - How to analyse any given business process? - How to improve any given business process? - How to match supply and demand in reality?
Course Description	<p>Operations function is concerned with the creation and distribution of products and / or services so as to satisfy the customers. Clearly, this is the key for the existence of any organization. Operations Management (OM) is the management of "business processes - (recurring activities)" to provide the right products of the right quality at the right time at the right cost to the right customers.</p> <p>Intense global competition has made companies to realize OM as one of the sources for achieving competitive advantage. In my opinion, a solid understanding of Operations function is mandatory in all careers (regardless of whether you are a finance manager or marketing manager or consultant and regardless of whether you work in manufacturing industry or service industry or in government organisation).</p> <p>For example:</p> <ol style="list-style-type: none"> 1) Good knowledge of Operations is required for a finance manager to evaluate the capital investment proposals in a better way 2) Good knowledge of Operations is required for a marketing manager when he wants to develop new products that leverage the established production processes. 3) Good knowledge of Operations is required for investment bankers to understand the cost and benefits of combining the companies' operation in merger or acquisition scenario. 4) Good knowledge of Operations tools (diagnostic and analytical tools) is highly valuable for any consultant 5) Above all, good knowledge of operations is mandatory if you plan to start your

	own company.
Teaching Method	<p>The module will be a combination of:</p> <p>Lectures: To impart essential knowledge on the topic. In each session, the instructor will share his knowledge related to the topic of the day and will provide additional information in the form of practical examples and videos;</p> <p>Case-analysis: To critically analyze the Operations issues in organizations. Cases will be analyzed & worked out in a group of 4-5 participants. Participants are expected to read and prepare the cases well in advance individually and discuss within a group before preparing the report. Cases will be discussed in class. Participants are expected to share their ideas/opinions with the other groups. The instructor will lead or co-ordinate the discussion</p> <p>Exercise: To gain experience in making operational decisions</p> <p>Lectures: To impart essential knowledge on the topic. In each session, the instructor will share his knowledge related to the topic of the day and will provide additional information in the form of practical examples and videos;</p>
Evaluation	<p>Examination : 50 % Continuous Assessment : 50 %</p> <p>(1) <i>Problem sets (Group work) (20%)</i> <i>Problem set will be distributed during the course</i></p> <p>(2) <i>Case write-ups / Reports (Group work) (30%)</i> <i>Manzana Insurance</i> <i>Report on this case to be submitted on Sep 27 at 09:45 hours</i></p> <p>(3) <i>Final Exam (50%)</i> <i>Exam will be take home exam. The date of exam will be communicated after consulting with Program management.</i></p>
Textbook	
Bibliography	<p>Textbook: R.B. Chase, F.R. Jacobs & N.J. Aquilano, Operations Management for competitive advantage, 9th edition. McGraw-Hill, 2001, ISBN 0071180303</p> <p>Fitzsimmons, J.A. and Fitzsimmons, M.J., "Service Management: Operations, Strategy and Information Technology", Second Edition, 1998, Irwin McGraw Hill, 0-07-021760-2</p> <p>E.M. Goldratt & J. Cox: The Goal (second edition). Gower Publishing Company, 1993 (ISBN 9780566 074189).</p>

Syllabus

Module/Submodule	Financial Accounting and Cost Control	
Departement	GDF	
Program/Track	Ecole Supérieure de Commerce	
Academic Year	2011-2012	
Contact Hours	27 hours	
Total Study Hours	100 hours	
Coefficient : 1	ECTS Credits : 3	USA Credits : 1,5

Learning Objectives	<p>On completion of this module, the student should:</p> <ul style="list-style-type: none"> - Understand the 3 main financial statements (Balance sheet, Income statement, Cashflow statement) and how they are prepared - Analyse & interpret financial statements - Be aware of the critical accounting concepts (matching principle, fair value) - Have an overview of the role of managerial accounting - Understand and be able to distinguish between the basic cost categories - Be able to calculate the components of cost of goods sold - Understand the various costing systems (job costing, total absorption, activity based, marginal) - Use marginal costing concepts in problem solving - Calculate profit/volume equations to determine breakeven - Appreciate the importance of overhead costs, the incorporation of overheads into a costing system and the problems associated with their allocation. - Understand the concept of standards and variances and their role in managing organisations - Understand the role of the budget - Learn the key terms in English
Course Description	<p>This module is aimed at:</p> <p>1/ reviewing the basics of accounting & financial analysis in English. It will introduce the students to the basic principles and underlying concepts from an international perspective (IFRS), focussing on the ways in which accounting statements can be used to improve the quality of decision-making. The overall objective is to prepare the students for more advanced classes in finance & controlling.</p> <p>2/ understanding the principles of managerial accounting and controlling. 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.</p>
Teaching Method	Lectures, exercises and case studies.
Evaluation	<p>Examination : 70 % Continuous Assessment : 30 %</p> <p><i>1 test en classe de 1h pour le contrôle continu 1 partiel de 2h</i></p>

Textbook	Atrill, McLaney, Accounting and Finance for non specialists, Prentice Hall (6th Edition), ISBN 9780273716945
Bibliography	