



emlyon business school

Global BBA exchange programme Programme / course outlines

Academic year 2022-2023
Fall & Spring semesters



1. KEY POINTS OF THE PROGRAMME

The Global BBA, a Bachelor's programme, is designed to prepare and arm young students to become **true actors in the transformation of firms** and the world of business. It will develop both personal and professional skills that will allow you to support organizations and society throughout these mutations (mental agility, international openness ...) and become an early maker.

The specific key points of the Global BBA are:

- a general management programme that enables skills development in all fields of business and provides a 360° perspective on business issues
- an innovative and balanced pedagogical programme spread over 4 years
- an action-learning based programme that enables students to experiment and develop strong project-management skills
- an initial understanding of digital technology both from a basic technical approach and from a business perspective
- an international dimension which is at the heart of our academic programme and potential study tracks
- the highest quality of teaching and the expertise of the faculty as recognised through the Triple Crown international accreditation achieved by the School.

2. WORKLOAD

The BBA Programme is organised over a period of **four years** and represents a **total of 240 ECTS credits**.

1 ECTS corresponds to 25 hours of work, including individual and group work, and covering all forms of learning activities: in-class sessions and discussion, preparatory reading, online learning and exercises, preparation of case-studies and in-class presentations, project work, term papers, etc., as well as formal assessment (exams, in-class tests, ...).

The courses offered in the programme correspond to **two formats**:

- **Courses with 12 hours of in-class teaching, granting 2.5 ECTS**
- **Courses with 24 hours of in-class teaching, granting 5 ECTS**

It is thus of prime importance to organize one's work outside the classroom and make sure that, for each course, a sufficient amount of time is allocated to the acquisition of knowledge and competences.

Please note that all classes are given in sessions of 1½ hours (90 minutes).



Year 3 and 4 classes of this programme are available in English, whereas Year 1 and 2 classes are primarily taught in French (in principle, these classes are not open to exchange students, although exceptional enrolments may be authorised upon special request and on condition of timetable compatibility).

Exchange students have to choose a **minimum of 25** and a **maximum of 35 ECTS** per semester. Please check with the international mobility coordinator of your home institution in order to confirm how many classes/hours/credits you need to validate.

Each course normally accommodates between 30 and 40 students.

3. YEAR 3 CLASSES

The Year 3 programme is made up of the following components:

- a group of core courses corresponding to a total of 15 ECTS,
- two different learning projects granting a total of 5 ECTS, and
- an elective offering from which students will choose a total of 10 ECTS.

The **core courses** are presented in the following Teaching Units:

Learning Unit 1: Companies in their Environment

- International Business / 2.5 ECTS

Learning unit 2: Finance and Business Administration

- Performance Management / 2.5 ECTS
- Organisational Behaviour / 2.5 ECTS
- Data Management / 2.5 ECTS

Learning Unit 3: Sales, Marketing & Communication

- Customer Experience / 2.5 ECTS

Learning Unit 4: Quantitative Techniques and Digital Tools

- Artificial Intelligence for Business / 2.5 ECTS



The **learning projects** that are proposed in Y3 are as follows:

- **Business Game / 2.5 ECTS:**

Four intensive days are dedicated to this simulation that enables students to apply business strategy in an international competitive environment.

The learning objectives of this simulation are:

- To manage the sales and operations of an international company;
- To work in groups, interpret market situations and translate into goal-oriented decisions;
- To become more effective at forecasting and designing and using relevant dashboards with appropriate KPIs;
- To analyse financial results, linking decisions to cash flow and shareholder-value forecasts.

- **Business Challenge / 2.5 ECTS:**

The business challenge is built around a specific issue that a single entrepreneur or SME owner-manager is facing. The starting point is an innovative project that has been identified by the entrepreneur, who requires the contribution of Y3 students to help him to imagine an appropriate business model, an appropriate organisation, and, in some cases, the required conditions for launching a MVP (minimum viable product) to test this innovation before scaling up. This learning activity is mostly organised around tutored workshops, while a few plenary sessions are dedicated to methodological frameworks: business model canvas, value proposition design, agile project management...

Electives: Students will choose 2 classes from the following list. Each elective class is worth 5 ECTS. **(This list as not yet been finalized, and some changes may occur.)**

- Business Intelligence (tbc)
- Economic & Legal Challenges of Digital Platforms
- Financial & Taxation Issues for Multinational Corporations
- Introduction to Python Language



4. YEAR 4 CLASSES

The Year 4 of the Global BBA is made up of two main elements:

- A group of core courses + a project corresponding to a total of 15 ECTS;
- An offering of concentrations or majors comprising 4 courses in each and granting 20 ECTS.

Core courses + project granting 15 ECTS (Fall / Spring semester)

Each course / project corresponds to 2.5 ECTS.

These core courses aim at giving students a strategic insight into doing business. The pedagogical option chosen is to focus the strategic issues introduced on industry analysis and building and managing a competitive advantage. One class “Managing Competitive Advantage” will be delivered in the form of a seminar and will provide the general theoretical framework for the four other classes. A group project granting a further 2.5 ECTS will be associated with this first class. It will concentrate on one specific industry, analysing the different strategic activities in this industry and analysing two different companies that have made different choices in respect of resources allocation dedicated to investment in a specific competitive advantage.

As for the other four courses comprising this section, each of them focusing on a specific source of competitive advantage: digital transformation, innovation, operational excellence, access to markets.

- Managing Competitive Advantage, plus the Group Project
- Managing Innovation
- Digital Transformation
- Operational Excellence
- Market Access Strategies

Majors (concentrations) granting a total of 20 ECTS (Fall / Spring semester)

Most courses correspond to 5 ECTS, except in a few cases where courses grant 2.5 ECTS.

The Global BBA is a generalist degree programme preparing our students for all aspects of business administration. It also offers our final-year students an opportunity to acquire a deeper knowledge of a specialized area of business. Most majors comprise four courses (with one exception) and incoming exchange students who choose a Year 4 major will follow the major in full as all of the courses are inter-connected.



The majors offered on the Saint-Etienne campus (plus the semesters in which they are offered) are:

- Digital Marketing (Fall)
- Finance and Control (Fall/Spring)
- International Business (Fall/Spring)
- Branding & Communication (Fall)
- Corporate Entrepreneurship & Innovation (Fall)
- Creative Technologists (Fall)
- Supply Chain Management (Fall)

Please see details of each major in appendix at the end of this document.

5. Course combinations open to incoming exchange students

A number of combinations of Y3 classes and Y4 classes is possible within the timetable structure.

There follows the list of possible combinations:

1. All Y3 classes: core courses, projects and 2 electives (it is not possible to take more than two electives owing to possible timetable conflicts). This will enable students to take and validate 30 ECTS.
2. All Y4 classes up to end of December (Fall semester) or mid-May (Spring semester): core classes (including the industry project) + a major. All students will choose one complete major and may not cherry-pick courses from the different majors. It is mandatory to take all the classes of one major as they are interrelated on many levels. This will enable students to take and validate 35 ECTS.
3. Some Y3 core courses + Business Challenge + Y4 major is also a possible option for international students: up to 30 ECTS depending on the number of Y3 courses selected.
4. Y4 core courses + Y3 electives representing 25 ECTS, which can be completed by other Y3 courses or projects.



6. Important dates

Fall semester 2022

Year	Dates (dd/mm/yyyy)
BBA3	Start: September 12 th / end: December 20 th
BBA4	Start: September 6 th / end: December 20 th

However, please note that all incoming students will be welcomed on September 5th at the start of the Fall semester.

Spring 2023

Year	Dates (dd/mm/yyyy)
BBA3	Start: February 8 th / end: May 18 th
BBA4	Start: February 8 th / end: May 18 th

International exchange students should arrive on the campus therefore for the start of the semester at the latest on September 5th or February 6th respectively.

The semester will begin with an induction seminar.



APPENDIX

List of courses comprising each Year 4 Major (a major grants 20 ECTS, each course grants 5 ECTS):

Major: Digital Marketing

Saint-Etienne campus

Professors in charge:

Ivan GUITART, professionals from companies

Objectives:

This major gives students the updates tools and methodologies in order to design and implement a digital marketing strategy in a company.

Targeted audience:

Students who want to work in marketing department, or CRM departments. It can prepare also students who would like to join advertising agencies, web agencies and digital marketing consulting firms

Targeted skills & knowledge:

Thanks to the four classes and the related project you will complete during the semester, this major will help you to:

- Master the principles of digital marketing strategy
- Improve the digital presence of the company
- Master the tools required to build traffic into a website
- Think about the customer relationship management through the customer journey concept
- Design different marketing automation scenario, recognise and implement different growth hacking strategies
- Design and manage a SEO campaign
- Choosing a specific social media platform based on the strategic objectives of the brand



Courses:

- **Digital Marketing Overview:** The course will explore the basics of marketing on the digital age, covering a range of topics that include the following: key issues of web content, usability and design; website analytics; search engine optimization; search advertising; social networking advertising; and CRM, big data and data privacy.
- **Inbound marketing:** the course enables students to think about customer relationship management through the customer journey concept. Based on the contact points, the automation or the content creation, students will design a strategic e-CRM for a digital project.
- **Digital communication:** the course enables students to build marketing campaigns that can widen business reach, target more audience, generate better leads and offer more conversions through SEO and SEA. The course will also cover the notions of digital effectiveness measure
- **Social Media Marketing:** this course enables students to understand the different strategies for social media communication. Students will learn how a brand can manage a brand community and communicate through the different social media channels (Facebook, Twitter, Instagram, LinkedIn...).



Major: Finance & Control

Saint-Etienne Campus

Professors in charge:

Philippe MARILLAT des MERCIERES, Maïté ROUANNE, Myriam LYAGOUBI, Owen WILLIAMS, Emna BEN SAAD

Objectives:

This major focuses on operational financing issues, whether deployed in financial departments of SMEs, mid-cap companies or “independent” subsidiaries of international groups. The different topics that are covered in this major also represent main skills to be developed for coverage positions in retail banking.

Targeted skills:

- Ability to conduct a financial diagnosis
- Ability to connect business strategy with financial value creation
- Ability to perform a strategic / financial diagnosis based on public information
- Ability to master some specific tools to design a financial strategy
- Ability to design and implement specific analysis to measure the profitability of strategic activities
- Ability to use relevant financial data to communicate the company’s strategy to different stakeholders.

Courses

- **Strategic & Financial Diagnosis:** This course is designed for students with a strong appetite for corporate finance, with a view to join a bank or the Finance department of a company in a position of credit analyst. It enables students to express an opinion on a firm’s financial situation based upon historical and prospective data linking corporate strategy and finance



- **Accounting in an International Environment:** This course will focus on consolidated financial statements: how to construct them, how they can be used as a means to give information related to the performance of groups of company.
- **Financial Strategy:** this class is an introduction to financial strategy. It will first focus on strategic value added and contributes to the analysis of different business models and their impact on the company's valuation. It also gives students some tools that are the fundamentals to design some financial strategy: debts, equities, hybrids...
- **Operating Management Control:** this course is mostly dedicated to activity-based costing and activity-based management as processes that enable companies to design management control processes totally compliant with the specificities of the value chain of the company. Moreover, it will contribute to implement the strategy



Major: International Business

Saint-Etienne Campus

Head of the Major:

Adrian BORBELY

Targeted audience:

This major is dedicated to students who want to join MNCs or any company that is developing internationally and play operational roles to contribute to this international development, that is to say, mainly students who will join business development, international supply chain, international control and international projects management positions.

Targeted skills:

This major enables students to:

- Work in international and intercultural teams
- Contribute to international projects, using remote methodology
- Adapt to different legal, economic, and financial contexts and be quickly proactive in such different business systems
- Understand different ways of organising international groups depending on the level of integration
- Negotiate in complex international contexts

Courses:

- **Team Management and Human Resources Management in an International Context:** The course is divided up into two parts. Part one will highlight the role, responsibilities, and the strategic importance of Global Human Resource Management. Part two is designed to offer students an overview of the historical evolution of Team Management and today's best practices and expectations of leadership across nations. This module is highly interactive and aims to provide some space for everyone to practice their communication skills in English.



- International Development Strategies:** The scope of this course is a look at the main issues a company has to address when doing business in more than one country. It is mainly oriented towards companies selling in different countries, but some elements also apply to companies that *buy* in more than one country. It should be considered as an advanced course in international management; students must already be familiar with international business development, cross-cultural management, as well as all the functional areas of a company (organisational behaviour, human resources, marketing, finance, accounting, etc.).
- Economics and Legal Dimensions of International Business and Development:** The goal of this course is to familiarise yourself with some basic economic concepts and apply them in the understanding of key aspects of the financial and economic world. We shall restrict our attention to crucial factors for a firm operating internationally. At the end of this class, for example, you will have learnt how to think of exchange rate movements, how to interpret (and not mis-interpret) important economic indicators, how to think of trade agreement discussions, the economic dimensions of Foreign Direct Investment (FDI), etc.
- International Negotiation:** Time makes our economies more global and tertiary, thus constantly creating new avenues for negotiation, both locally and internationally. Furthermore, modern, flat and/or matrix organisations, coupled with the expectations by the young generations for more empowerment, leave less room for top-down, imposed decisions.

Hence, more and more decisions require negotiation for all stakeholders to reach solutions that everyone can support. It is therefore important to master the skills of negotiation, especially on the international scene.

One is not born a good negotiator; such skills need to be learnt. This course will therefore address the dynamics of co-decision, the specific processes of negotiation (from preparation to analysis), different frames (value creation vs. value distribution), a set of attitudes and strategies (from cooperation to competition), and different phases (e.g. preparation – diagnosis – formula – detail). Cultural aspects, specific to international negotiations, will be treated as a background source of complexity.

Based on an array of simulations, drawn from different fields, the main concepts of negotiation will be discussed, so that each participant can build his/her own method of negotiation.



Major: Branding & Communication

Saint-Etienne Campus

Professors in charge:

Mikko LAAMANEN, Anissa POMIES, Philippe HARI, Diego RINALLO, professionals from companies

Objectives:

This major prepares students for different marketing positions within companies. Giving in depth analysis, tools and methods for Business-to-Consumer context, this also opens students to the Business-to-Business context and prepares them to what tends to become the major context professional are currently confronted to, that is to say Business to Business to Consumer contexts.

Targeted skills:

This major enables students to:

- Explore consumer behaviours through ethnographic methods
- Implement conceptual tools to make relevant marketing decisions
- Understand marketing segmentations
- Analyse a client portfolio both in B to C and B to B contexts
- Identify key accounts
- Master missions and tasks of a Key Account
- Take into account the customer cycle life in sales pipeline analysis
- Understand and manager branding in different contexts

Courses:

- **Branding:** This course explores what branding means and its profound implications for the company and for consumer culture as a whole. It takes a somehow emerging perspective on branding by delving into the profound sociocultural process driving the success or failures of a brand.
- **Advanced Marketing Communication:** the course takes a contemporary perspective on Integrated Marketing Communication (IMC). The course encounters advertising and promotions as a social phenomenon and professional practice unfolding in contemporary



digitalised, participatory, converged, and contentious communication cultures. The social and technological dynamics call for close integration of creative content and messages across traditional mass media and digital communications as well as promotional approaches as a key strategic approach.

The aim of the course is to provide an advanced strategic perspective on the management of contemporary integrated marketing communication and to develop a well-founded knowledge base and robust working skills in the field of strategic and international marketing communication. Beyond the tools and practice of Integrated Marketing Communication, the course considers the ethics of communication.

- **New Trends in Consumption:** This course aims at rethinking consumption as a complex phenomenon happening in a changing ecosystem. In order to attain this goal the course is based on high-quality, recent theoretical and methodological knowledge produced by consumer researchers. Students will learn how to analyse consumption practices in order to make relevant decisions in a multi-actor environment.
- **Key Account Management:** in a B-to-B context, performance depends on a small number of clients: the key accounts. This course intends to provide the students with a good understanding of the practices of KAM that rely on the co-creation of value with a client.



Major: Corporate Entrepreneurship & Innovation

Saint-Etienne Campus

Professors in charge:

Christian FRIEDEMANN, Tatiana KHVATOVA, Ahmed NOFAL, professionals from companies

Targeted audience:

- Students planning to work in Innovation, Business Development, Sales (B2B), Corporate Entrepreneurship programs, Innovation platforms, Venture Capital, Private Equity
- *This major does not address Start-up-entrepreneurship; students interested in starting up their own company please choose the major specifically created for them*

Courses:

- **Innovation management** (sources of innovation)
The purpose of this course is to introduce students to the dynamics of industries driven by innovation, and to train you to think strategically about technological innovation and new product development and deployment. In this course, we explore the role of innovation in the success of the firm, especially with regards to how a manager can speed up the process of innovation, make pertinent assessments of strategic direction, coordinate resources and finally choose a path for an innovation into the market.
This course is based upon the Introduction to Innovation course which is part of BBA Y4 compulsory course program.
- **Innovation for sustainable business** (circular economy - ecosystems of business models)
In this module we will challenge classic patterns of product development and industrial business models. We will focus on examples illustrating how superior value can be created with less resource input and we will explore the circular economy which is based on the cradle-to-cradle principle. The module will also provide you with tools to analyse and compare alternative products and business models. //Impact innovation: how to build our future.
- **Corporate Entrepreneurship 1** (procedures and setups)
The aim of the module is to familiarize students with the factors shaping the identification, evaluation, and exploitation of new business opportunities within institutions. We will examine the entrepreneurial ecosystem with a specific focus on the resources needs to



promote and manage corporate entrepreneurship process which includes opportunity recognition, establishing internal and external legitimacy of the business concept, managing the implementation process and, more broadly, achieving organizational ambidexterity (i.e. the ability to manage existing operations and generate new business effectively). It will also expose students to new methods that are important to strengthen market presence and corporate reputation

- **Corporate Entrepreneurship 2 (agility and resilience)**

Based on CE1, this module focusses on the personal and interpersonal aspects of corporate entrepreneurship. The mindset of corporate entrepreneurs as opposed to a start-up entrepreneur and the interpersonal dynamics in a given organization are key success factors for value creation and renewal of businesses. Students will be able to explore specific agile methods and events like hackathons, innovation labs, start-up studios etc. This module also looks into different sources of financing business opportunities to support corporate agility.



Major: Creative Technologists

Saint-Etienne Campus

Professors in charge:

Julie FABBRI, Sacha MALLET, Samuel JAVELLE

Objectives

The creative technologist is the opposite of a specialist. He perfectly embodies the new situation of unsiloed digital jobs and cultivates his technological, creative, marketing and management skills.

The role of a creative technologist is to provide solutions that push the conventional boundaries by using new technologies, while inspiring and mobilizing teams. If prototyping and experimentation therefore shape the daily life of a creative technologist, his pedagogical and communication skills are just as essential.

The different topics that are covered in this major – web, collective intelligence, internet of things, artificial intelligence – represent main skills to be developed for applying for a creative technologist position.

Targeted skills

- Ability to fast prototype innovative solution by yourself.
- Ability to lead user tests, to make choices and iterate.
- Ability to design and implement creative solutions.
- Ability to understand and identify the most relevant technologies to be implemented in a project.
- Ability to work alongside different professions such as designers, developers, engineers, etc.
- Ability to lead a technology-based project in a creative way.



Courses

- Collective Intelligence**
 The objective of this course is to discover emblematic places of collective intelligence through a learning expedition. Participants will be invited to document the practices of the places visited in order to design and communicate an innovation strategy.
- Designing with Web**
 A blended course to apprehend the World Wide Web and discover its languages and tools (HTML5, CSS, JS, Databases, UX...). During 8 weeks, you will stimulate your creativity by designing web projects and learn how to lead a digital product from the idea to the prototype.
- Connecting with IoT**
 Learn how to make a connected object and why the Internet of things is such a big deal today for entrepreneurs, industries and consumers. During 8 weeks, you will discover electronics, tangible interactions, APIs and more to lead a group project with the aim of creating your own IoT at maker's lab.
- Processing with AI**
 8 weeks to learn the basics of AI by practice: what is a neural network, a classification, a regression but above all how to use them and implement them in solutions. This course includes online exercises and practical exercises at the makers' lab as well as a group project tutored by professionals leading to a prototype.



Major: Supply Chain Management

Saint-Etienne Campus

Professors in charge:

Yacine REKIK, Eric DAVID, Charbel CHIAPPETTA JABBOUR

Objectives

Supply chain activities are deeply impacted by both the opportunities offered by digital technologies and sustainable development challenges. This major is focusing on these different challenges, how they contribute to significant changes in the supply chain processes and the emergence of new positions that may be attractive for business graduates.

Courses

- **Supply Chain & Digital Transformation:** (description to come)
- **Supply Chain, Environment, Circular Economy (12 hours / 2.5 ECTS):** Supply chains are vital elements of organisations' competitiveness. However, supply chains are also responsible for a considerable amount of environmental and social impacts. Environmental impacts are generated by different actors of a supply chain, including suppliers, manufacturers, service providers and retail. This course will explore the latest framework practices, and tools to minimize the impacts of supply chain activities on the environment. Solutions for greener and more sustainable supply chains, such as sustainable value creation, ESG, as well as the circular economy framework, will be analysed via practical examples, cases and hands-on group discussions.
- **Business Analytics:** Business analytics refers to the ways in which organizations use data to gain managerial insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among other functions.
We firstly focus on how to use data to develop managerial insights and predictive capabilities using machine learning, data mining and forecasting techniques. Secondly, we focus on the quantitative techniques to support decision-making in the presence of a large number of alternatives and business constraints. Finally, throughout the course, we explore the challenges that can arise in implementing analytical approaches within an organization.



- **Advanced Operational Excellence (12 hours / 2.5 ECTS):** While the co course “Operational Excellence” describes the lean and six sigma concepts, this course is focusing on the way to use these concepts to practically starts to raise performance. The scope covers supply chain, production, and maintenance. In each domain, different case studies (Excel based) are considered to practice the most advance operational excellence concepts: Value Stream Mapping (VSM), Demand Driven Material Requirement Planning (DDMRP), Theory of Constraints, Capability Analysis, Total Predictive Maintenance
- **Purchasing:** This class will consider purchasing in all its dimensions and address challenges that companies are currently facing in deploying a strategic approach of purchasing, in defining and implementing appropriate processes , in establishing the appropriate organisation in order to meet both short term objectives (especially immediate savings) and long term ones (future environment for business). The different sessions will address the following topics: strategic purchasing segmentation, performance and reverse marketing, international purchasing, supplier development and partnership, Information systems for purchasing and risk management in purchasing decisions.