

COURSE LIST

For

EXCHANGE AND FREE
MOVER STUDENTS



PROGRAMMES AVAILABLE

Useful Information for course choices

PARIS OR NICE CAMPUS

UNDERGRADUATE	BBA year 1
	BBA year 2
	BBA year 3 with optional certificates
	Main Track year 4 (Fall only)
MASTER	Master 2 Fall and Spring – upon request

Useful Information for course choices

- Students cannot mix courses from different programmes.
- All programmes are taught in English. Course descriptions available upon request.
- Foreign languages classes are available: English and French. Not mandatory. A placement test for French will be organized in order to place students in the appropriate level, from beginners to advanced.
- In the BBA3 programme, students have the CHOICE to opt for a course choice delivering certificates of completion (undergraduate level). Students have the choice between the following certificates:

General Management

Marketing Management

Financial Management

Entrepreneurship

Luxury Management

- The Learning Agreement is part of the application to the Exchange Program. It has to be completed with your course selection, be approved and signed by your home university.
- Online course registration: Exchange students will register for their course choice online prior to their arrival in France.

BBA YEAR 3, PARIS OR NICE CAMPUS

Available in Fall or Spring semester

code	Module title	ECTS	hours
24U_GRH_335_BBA3_FA	Business Ethics and Corporate Social Responsibility	6	32
24U_LOG_361_MUT3_FA	Sustainable Supply Chain Management	6	32
24U_ENT_310_BBA3_FA	Business Strategy	6	32
24L_FLE_305_BBA3_FA	French as a Foreign Language	2	24
24U_MKG_374_BBA3_FA	Strategic Marketing Planning	6	32
24U_MKG_373_BBA3_FA	Marketing Tourism	6	32
24U_FIN_305_BBA3_FA	Treasury and International Risk Management	6	32
24U_ECO_304_MUT3_FA	Data Analysis for Business Management	6	32
24U_MKG_375_BBA3_FA	Advertising and Promotion	6	32
24U_GRH_334_BBA3_FA	International HR Management	6	32
24U_ENT_321_BBA3_FA	Family Entrepreneurship	6	32
24U_ENT_322_MUT3_FA	Innovation & Lean Startup for Entrepreneurs	6	32
24U_MKG_320_BBA3_FA	Luxury Brand Management & Environment	6	32
24U_MKG_316_BBA3_FA	Luxury: Innovation, Sustainable Development and Quality	6	32
24U_FIN_306_BBA3_FA	Financial Management	6	32
24U_CUG_332_BBA3_FA	Geopolitics	6	32

BBA YEAR 3, PARIS OR NICE CAMPUS

Optional Certificates Programme of completion

CERTIFICATE IN GENERAL MANAGEMENT		ECTS
24U_GRH_335_BBA3_FA	Business Ethics and Corporate Social Responsibility	6
22U_GRH_034_BBA3_FA	International HR Management	6
24U_ENT_310_BBA3_FA	Business Strategy	6
24L_FLE_305_BBA3_FA	Financial Management	6
24U_MKG_374_BBA3_FA	Data Analysis for Business Management	6

CERTIFICATE IN MARKETING MANAGEMENT		ECTS
24U_GRH_335_BBA3_FA	Business Ethics and Corporate Social Responsibility	6
22U_MKG_074_BBA3_FA	Strategic Marketing Planning	6
24U_ENT_310_BBA3_FA	Business Strategy	6
22U_MKG_073_BBA3_FA	Marketing Tourism	6
22U_MKG_075_BBA3_FA	Advertising and Promotion	6

CERTIFICATE IN ENTREPRENEURSHIP		ECTS
24U_GRH_335_BBA3_FA	Business Ethics and Corporate Social Responsibility	6
22U_MKG_074_BBA3_FA	Strategic Marketing Planning	6
24U_ENT_310_BBA3_FA	Business Strategy	6
22U_MKG_073_BBA3_FA	Family entrepreneurship	6
22U_MKG_075_BBA3_FA	Innovation & Lean Startup for Entrepreneurs	6

CERTIFICATE IN FINANCIAL MANAGEMENT		ECTS
24U_GRH_335_BBA3_FA	Business Ethics and Corporate Social Responsibility	6
22U_ECO_004_BBA3_FA	Data Analysis for Business Management	6
22U_ENT_010_BBA3_FA	Business Strategy	6
22U_FIN_005_BBA3_FA	Treasury and International Risk Management	6
22U_FIN_006_BBA3_FA	Financial Management	6

CERTIFICATE IN LUXURY MANAGEMENT		ECTS
24U_GRH_335_BBA3_FA	Business Ethics and Corporate Social Responsibility	6
22U_MKG_074_BBA3_FA	Strategic Marketing Planning	6
24U_ENT_310_BBA3_FA	Business Strategy	6
22U_MKG_020_BBA3_FA	Luxury Brand Management & Environment	6
22U_MKG_016_BBA3_FA	Luxury: Innovation, sustainable development and quality	6

BBA YEAR 2, PARIS OF NICE CAMPUS

SEMESTER 3 = Fall

	Code	Title	ECTS	hours	nb sessions
Business courses	24U_CPT_203_MUT2_FA	Financial Accounting	3	24	12
	24U_GRH_231_MUT2_FA	Cross-cultural Management	3	24	12
	24U_ECO_226_BBA2_FA	International Economics	3	24	12
	24U_MKG_205_MUT2_FA	Market Research	3	24	12
	24U_GRH_210_MUT2_FA	Human Resources Management	3	24	12
	24U_LOG_222_MUT2_FA	International Trade	3	24	12
	24U_ECO_228_BBA2_FA	Advanced Statistics	3	24	12
	IT tools	24U_ICT_203_BBA2_FA	Business IT Tools III	1	12
Culture	24U_CUG_229_MUT2_FA	Geopolitical Future	3	24	12
	24U_CUG_227_MUT2_FA	Academic Presentations	3	24	12
Languages	24L_ANG_226_BBA2_FA	LVI English	2	24	12
	24L_FLE_208_BBA2_FA	LV2 French	2*	24*	12*

BBA YEAR 2, PARIS OR NICE CAMPUS

SEMESTER 4 = Spring

	Code	Title	ECTS	hours	nb sessions
Business courses	24U_FIN_201_BBA2_FA	Financial Analysis	3	24	12
	24U_LOG_256_BBA2_FA	International Business Environment	3	24	12
	24U_LOG_257_BBA2_FA	International Negotiation	3	24	12
	24U_MKG_269_BBA2_FA	Innovation and Digital Marketing	3	24	12
	24U_MKG_270_BBA2_FA	Using Social Media in Business	3	24	12
	24U_ECO_229_BBA2_FA	Research Methods II	3	24	12
	24U_LOG_201_BBA2_FA	Introduction to Operations and Supply Chain	3	24	12
Languages	24L_ANG_227_BBA2_FA	LVI English	2	24	12
	24L_FLE_209_BBA2_FA	LV2 FLE	2*	24*	12*
IT tools	24U_ICT_220_BBA2_FA	MOOC 2	2*	16*	
Culture	24U_CUG_239_BBA2_FA	French Culture & Civilisation	5*	32*	16*

BBA YEAR 1, PARIS OR NICE CAMPUS

SEMESTER 1 = Fall

	code Aurion	intitulé	ECTS	heures	nb séances
Business courses	24U_GRH_115_BBA1_FA	Introduction to Organisations	3	24	12
	24U_ECO_119_BBA1_FA	Financial Mathematics	3	24	12
	24U_GRH_129_BBA1_FA	Introduction to Cross Cultural Communications	3	24	12
	24U_MKG_153_BBA1_FA	Principles of Marketing	3	24	12
	24U_CPT_106_BBA1_FA	Accounting Principles	3	24	12
	24U_DRT_104_BBA1_FA	Introduction to Business Law	3	24	12
	24U_ECO_125_BBA1_FA	Microeconomics	3	24	12
IT Tools	24U_ICT_101_BBA1_FA	Business IT Tools	3	24	12
Culture	24U_CUG_126_BBA1_FA	Academic Writing	3	24	12
Languages	24L_ANG_124_BBA1_FA	LV1 English	2	24	12
	24L_FLE_108_BBA1_FA	LV2 FLE	2*	24*	12*
Personal development	24U_DPP_129_BBA1_FA	FIVE	1	16	0

BBA YEAR 1, PARIS OR NICE CAMPUS

SEMESTER 2 = Spring

	code Aurion	intitulé	ECTS	heures	nb séances
Business courses	24U_ENT_135_BBA1_FA	Introduction to Management	3	24	12
	24U_ECO_109_BBA1_FA	Economic Conditions	3	24	12
	24U_ECO_102_BBA1_FA	Introduction to Statistics	3	24	12
	24U_MKG_123_BBA1_FA	Mix Marketing and Communication	3	24	12
	24U_DRT_137_BBA1_FA	Comparative Contracts Law	3	24	12
	24U_ECO_127_BBA1_FA	Research Methods I	3	24	0
	24U_LOG_124_BBA1_FA	International Seminar	2	8	4
IT Tools	24U_ICT_118_BBA1_FA	MOOC 1	2*	16*	
	24U_ICT_102_BBA1_FA	Business IT Tools II (TOSA level 2)	3	24	12
Culture	24U_CUG_128_BBA1_FA	Introduction to Geopolitics	3	24	12
	24U_CUG_139_BBA1_FA	French Culture & Civilisation (optionnel*)	5*	32*	16*
Languages	24L_ANG_125_BBA1_FA	LV1 English	2	24	12
	24L_FLE_109_BBA1_FA	LV2 FLE	2*	24*	12
Personal development	24U_DPP_132_BBA1_FA	Career Center Activities S02	2	6	3

Department : Marketing and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

Caroline CHABERT DELIO

Nice

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COURSE DESCRIPTION

This Tourism Marketing course provides an introduction to one of the largest industries in the world. The content includes the evolution of tourism, highlighting its economic importance and the array of factors that Tourism Marketing Managers need to consider in the marketing of tourism services. The focus will be on the application of the Services Marketing Mix demonstrating cultural and ethical considerations.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_MULTI2 - Students will apply practices of major business disciplines in an international business context.
- LO_BBA_MULTI3 - Students will be able to work effectively with other nationalities.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Present the tourism Industry and highlight the involvement of the sub sectors.
- 2 - Explain the characteristics and nature of services.
- 3 - Define tourism as a product.
- 4 - Describe the available service marketing techniques.

Skills

- 5 - Apply appropriate service marketing techniques to the varied sectors of the tourism industry.
- 6 - Recommend with referenced justification a service marketing mix for a specific target market.
- 7 - Demonstrate a high level of professional oral and written communication.

TEACHING METHODS

Case study, Exercises, Group presentation, Group works, Lectures, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4	Written assignment/ Essay	20 %	Case studies in groups that will enable students to demonstrate their knowledge via independent reading.
5,6,7,8	Oral Presentation	30 %	Oral presentation where groups provide a recommended Tourism Product and Service Marketing Mix for a specific market.
1,2,3,4,5,8	Final written exam	50 %	Academic essay format for final exam (2 hours). Students must demonstrate critical thinking and development of subject knowledge.

BIBLIOGRAPHY

Compulsory Reading

- Middleton et al., (2009) Marketing in Travel and Tourism (4th Ed). Routledge. ISBN 0750686936
Fletcher et al., (2013) Tourism Principles and Practices (5th Ed). Pearson. ISBN 0273758276
Dolnicar, S., & Ring, A. (2014). Tourism marketing research: Past, present and future. *Annals of Tourism Research*, 47, 31-47.
UNWTO (1999). "Global Code of Ethics for Responsible Tourism" <http://www.unwto.org>
UNWTO (2017). "Tourism Highlights 2017." <http://mkt.unwto.org/publication/uwto-tourism-highlights>

Recommended Reading

- Buckley, R (2012) Sustainable Tourism: Research and Reality. *Annals of Tourism Research*, Vol. 39, No. 2, pp 528-546
Holloway, J. and Humphrey, C. (2016). *The Business of Tourism* (10th Ed). Pearson. ISBN: 1292063246
Lovelock, B. and Lovelock, KM. (2013). *The Ethics of Tourism, Critical and applied perspectives*. Routledge. ISBN 978-0-415-57557-7

COURSE SYLLABUS

Séance 1

AN INTRODUCTION TO TOURISM AND MARKETING

- Introduction to Tourism Market
- Different forms of Tourism: Leisure, Business...
- Market and trends

Séance 2

THE TOURISM SECTOR

- Inbound and Outbound Tourism the different actors: Destination (DMC's and NTOs), Transportation, Accommodation, Attractions, ...
- Offer formulation
- Tourism as a service product

Tutorial: Tourism contributions on destinations

Séance 3

TOURISM DEMAND: AN OVERVIEW

- Tourism demand nature
- Demand: factors of motivation: individual perspectives and external factors.
- Consumer Decision Process
- Consumer behavior in Tourism: CBT
- CBT frameworks

Tutorial: Organise class in groups: Start to work on your project : target with PERSONA

Séance 4

MARKETING PLANNING APPROACH

- Key questions for Marketing planning
- External and internal audit tools (PESTEL, PORTER and SWOT)
- Analysis of business situation: SWOT analysis and objectives
- Objectives and strategies: Segmenting, targeting and positioning.
- Application to Tourism industry

Tutorial: : Build a SWOT based on your destination

Séance 5

FROM MARKETING PLAN TO ACTIONS

- The Marketing Mix revisited for Tourism players.7ps.
- Product
- Branding
- Quality management within Services industry

Tutorial: Work on Brand and Logo

Séance 6

FROM MARKETING PLAN TO ACTIONS: TOURISM PRODUCTS

The Marketing Mix revisited for Tourism players.7ps.

Work on product: Alternative forms of Tourism product

Dark Tourism

Rural Tourism

Reality Tourism

Tutorial: Dark Tourism seminar

Séance 7

FROM MARKETING PLAN TO ACTIONS: PRICING

Pricing strategies

Revenue Management

Tutorial: Pricing strategy for your project.

Séance 8

FROM MARKETING PLAN TO ACTIONS: PROMOTION and PLACE

The Marketing Mix revisited for Tourism players.7ps.

PROMOTION

Promote a destination via festival, Events or Shopping

Urban Tourism

Festival and events

PLACE

Séance 9

Middterm test.

Tutorial: Work in groups on project.

Séance 10

MACRO AND MICRO TOURISM IMPACTS

The Marketing Mix revisited for Tourism players.7ps.

Economic impacts of Tourism Environmental impacts of Tourism Socio-cultural impacts of Tourism

Work on alternative forms of products: Sustainable offer

Séance 11

TOURISM AND DEVELOPMENT

Tourism and the concept of development.

Impacts of Tourism development in developing countries.

Students to read academic articles and prepare class debate on Tourism and developing countries.

Tutorial: Work on Product: Ethical considerations in Tourism

Alternatives offers

Séance 12

NEW PLAYERS AND SHARING ECONOMY: INTRODCUTION TO UGC MINING FOR TOURISM INVESTIGATION

New players in the industry: Development of Homestays, Airbnb...

UGC mining: Explore guests' satisfaction

Tutorial: Work on project.

Séance 13

E TOURISM AND SMART TOURISM

Tutorial : E Tourism

Work in groups on project

Séance 14

TOURISM FUTURE: TRENDS

Social drivers of change

Climate change

Future markets

Tutorial: Work in groups on project.

Séance 15

CREATIVITY AND FINAL PROJECT

World café : Create a tourism product: City break

Groups presentations.

Séance 16

CREATIVITY AND FINAL PROJECT

World café : Create a tourism product: City break

Groups presentations.

Department : Marketing and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Alexandre NASSAR

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COURSE DESCRIPTION

This course is designed to provide students with a comprehensive understanding of strategic marketing planning and its application in contemporary business environments. The course will cover key concepts, frameworks, and tools used in developing effective marketing strategies. Students will gain practical skills through hands-on exercises and case studies, enabling them to create and implement strategic marketing plans.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_MULTI2 - Students will apply practices of major business disciplines in an international business context.
- LO_BBA_MULTI3 - Students will be able to work effectively with other nationalities.
- LO_BBA_SOLV1 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

Skills

5 - Formulate marketing objectives and explain the key issues that may affect their achievement.

6 - Formulate a strategic approach in order to achieve selected objectives.

7 - Describe a set of coordinated actions that will be implemented in order to achieve specified goals and provide value to customers and society at large.

8 - Plan implementation controls and contingency plans for dealing with unexpected results.

TEACHING METHODS

Case study, Exercises, Flipped classroom, Group presentation, Group works, Lectures, Practical, Simulation, Tutorial, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5,6,7,8	Project	30 %	Write and present a complete marketing plan (in group evaluation)
1,2,3,4,5,6,7,8	Written assignment/ Essay	20 %	Continuous assessment - in-group presentations, group assignments and homework, in-class active participation
1,2,3,4,5,6,7,8	Final written exam	50 %	Final exam with open questions on the course content.

BIBLIOGRAPHY

Compulsory Reading

Davicik, N.S. & Sharma, P. (2016) Marketing resources, performance, and competitive advantage: A review and future research directions. *Journal of Business Research*, 69(12), 5547-5552

Eckhardt, G. M., & Bardhi, F. (2020). New dynamics of social status and distinction. *Marketing Theory*, 20(1), 85–102. <https://doi.org/10.1177/1470593119856650>

Kotler, P.T. (2019). *Marketing Management 3rd European ed.*, Pearson Education.

Lackznac & Murphy (2019) The role of normative marketing ethics. *Journal of Business Research*, 95, 401-407. <https://doi.org/10.1016/j.jbusres.2018.07.036>

Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80(6), 69–96. <https://doi.org/10.1509/jm.15.0420>

Osterwalder, A, and Pigneur, Y., 2010, *Business Model Generation: A Handbook for Visionaries; Game Changers; and Challengers*, John Wiley & Sons.

Porter, M. (1996). *What is Strategy*. <https://hbr.org/1996/11/what-is-strategy> Wood, M.B. (2017). *Essential guide to marketing planning 4th ed.*, Pearson Education Limited.

Recommended Reading

Jonhson, G., Whittington, R., Scholes, K., Angwin, D., & Regné, P. 2017. *Exploring Strategy (11th ed.)*. Harlow: Pearson Education Limited.

Harvard Business Review, 2011. *HBR's 10 Must Reads on Strategy*, Harvard Business School Publishing Corporation.

Lanzolla & Markides (2021) A business model view of strategy. *Journal of Management Studies*. <https://doi.org/10.1111/joms.12580>

COURSE SYLLABUS

Séance 1

Introduction to Strategic Marketing

Overview of strategic marketing
Importance of strategic marketing planning
Key components of a strategic marketing plan

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.
Chapter 1 Defining marketing for the new realities
Chapter 2 Understanding marketing management within a global context
Chapter 3 Developing marketing strategies and plans
Porter, M. (1996). What is Strategy. <https://hbr.org/1996/11/what-is-strategy>

Séance 2

Using strategy models and frameworks to solve marketing problems

Macro environmental analysis
Forecasting scenarios
Dealing with the future

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.
Chapter 5 The changing marketing environment and information management
Chapter 6 Managing market research and forecasting

Séance 3

Market Analysis and Segmentation

Market research and analysis
Identifying target markets
Market segmentation strategies

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.
Chapter 6 Managing market research and forecasting
Chapter 7 Analysing consumer markets
Chapter 8 Analysing business markets
Eckhardt, G. M., & Bardhi, F. (2020). New dynamics of social status and distinction. *Marketing Theory*, 20(1), 85–102.
<https://doi.org/10.1177/1470593119856650>

Séance 4

The Customer Journey

In group graded activity: Creating a Customer Journey Map

Objective: To help students understand the customer journey and its implications for strategic marketing planning.

Instructions:

Lecture Briefing: Overview of Customer Journey Mapping, what it is, why it's important, and how to create one.

Group Formation: Divide the class into small groups of 4-5 students. Each group will choose a product or service to focus on for this activity.

Persona Development: Each group will create a detailed buyer persona for their chosen product or service. The persona should include demographic information, motivations, goals, pain points, and preferred channels of communication.

CJ Mapping: Using the developed persona, each group will create a Customer Journey Map. The map should outline the stages of the journey (awareness, consideration, decision, and retention) and identify the touchpoints, customer emotions, opportunities, and potential barriers at each stage.

Each group will submit their Customer Journey Map, explaining the logic behind it.

Materials Needed:

Large sheets of paper or digital drawing tools
Markers or digital annotation tools
Post-it notes for feedback

By the end of this activity, students should understand the concept of the customer journey and how it influences marketing strategies. The activity also encourages teamwork, creativity, and critical thinking.

Readings:

Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80(6), 69–96. <https://doi.org/10.1509/jm.15.0420>

Séance 5

Competitive Analysis

Understanding competitive forces
Analyzing competitors' strengths and weaknesses
Identifying opportunities and threats

Readings:

Kotler, P.T. (2019). *Marketing Management 3rd European ed.*, Pearson Education.

Chapter 3 Developing marketing strategies and plans

Davicik, N.S. & Sharma, P. (2016) Marketing resources, performance, and competitive advantage: A review and future research directions. *Journal of Business Research*, 69(12), 5547-5552

Séance 6

Competitive Analysis and SWOT

Conducting competitive analysis
SWOT analysis exercises
Developing competitive advantage

Readings:

Kotler, P.T. (2019). *Marketing Management 3rd European ed.*, Pearson Education.

Chapter 3 Developing marketing strategies and plans

Wood, M.B. (2017). *Essential guide to marketing planning*

Chapter 3

Chapter 4

Séance 7

Marketing Objectives and Positioning

Setting marketing objectives
Developing a unique value proposition
Positioning strategies

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.
Chapter 3 Developing marketing strategies and plans
Wood, M.B. (2017). Essential guide to marketing planning
Chapter 5

Séance 8

In group graded activity: Design Your Startup with BMC

Objective: To understand the components of the Business Model Canvas and apply them to a hypothetical startup.

Instructions:

Lecture Briefing: Overview of the Business Model Canvas, explaining each of the nine components (Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure).

Group Formation: Divide the class into small groups of 4-5 students.

Startup Selection: Each group will imagine a startup in a market of their choice. This could be a completely new idea or an improvement on an existing product or service.

BMC Application: Using the BMC as a guide, each group will outline their startup's business model. They will need to fill each section of the canvas, ensuring their business model is comprehensive and coherent.

Presentations: Each group will present their Business Model Canvas to another group, explaining their choices for each component of the canvas. This should include how their marketing strategy aligns with the chosen business model. Here all groups use previous knowledge about Marketing Mix, benefiting from the different backgrounds of team members. The other group will provide constructive feedback, ask questions, and suggest improvements. Repeat the task at inverted roles. This encourages active listening and critical thinking.

At the end of the exchange, both the presentation and the report of the discussion will be submitted for evaluation.

Materials Needed:

A large printout of the Business Model Canvas (or a digital equivalent) for each group.
Post-it notes and markers for each group.

By the end of the activity, students should have a practical understanding of how to use the Business Model Canvas as a strategic tool for developing and evaluating business models, including the associated marketing strategies. This activity also encourages teamwork, critical thinking, creativity, and presentation skills.

Readings: Osterwalder, A, and Pigneur, Y., 2010, Business Model Generation: A Handbook for Visionaries; Game Changers; and Challengers, John Wiley & Sons.

Séance 9

Marketing Mix Strategies

Product strategy and development
Pricing strategies
Distribution channel decisions

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.
Chapter 14 Designing, developing and managing market offerings
Chapter 15 Introducing new market offerings
Chapter 16 Developing and managing pricing strategies
Chapter 19 Designing and managing distribution channels and global value networks

Séance 10

Integrated Marketing Communications

Advertising and promotional strategies

Digital marketing and social media

Public relations and branding

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.

Chapter 17 Designing and managing non-personal marketing communications

Chapter 18 Managing personal communications

Séance 11

Implementation and Evaluation I

Implementation of marketing plans

Marketing budgeting and resource allocation

Performance measurement and evaluation

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.

Chapter 21 Implementing marketing management

Chapter 22 Managing marketing metrics

Séance 12

Implementation and Evaluation II

Marketing plan implementation exercises

Budgeting and resource allocation simulations

Performance measurement techniques

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.

Chapter 21 Implementing marketing management

Chapter 22 Managing marketing metrics

Séance 13

Global Marketing and Ethical Considerations

Global marketing strategies

Ethical considerations in marketing

Sustainability and corporate social responsibility

Active Learning Activity: Debate on ethical issues in global marketing.

Readings:

Kotler, P.T. (2019). Marketing Management 3rd European ed., Pearson Education.

Chapter 21 Implementing marketing management

Lackznac & Murphy (2019) The role of normative marketing ethics. Journal of Business Research, 95, 401-407.

<https://doi.org/10.1016/j.jbusres.2018.07.036>

Séance 14

In group graded activity: developing a strategic marketing plan I

Objective:

The objective of the project is for students to apply the concepts and techniques they have learned throughout the course to develop a comprehensive strategic marketing plan for a real or hypothetical business. This final project is designed to consolidate the course's learning outcomes and give students a practical, hands-on experience in developing a strategic marketing plan. It promotes collaboration, critical thinking, creativity, and communication skills.

Instructions:

1) Team Formation and Business Selection

Divide the class into small groups of 4-5 students. Each group will select a real or hypothetical business for which they will develop a strategic marketing plan. It could be a startup idea, an existing local business, or a well-known corporation.

2) Research and Planning

Each team will conduct research on their chosen business and its market environment. They should gather information about the business's current marketing strategy (if it exists), its target market, its competitors, and any other relevant market information. Based on their research, each team will begin drafting their strategic marketing plan.

Séance 15

In group graded activity: developing a strategic marketing plan II

Objective:

The objective of the project is for students to apply the concepts and techniques they have learned throughout the course to develop a comprehensive strategic marketing plan for a real or hypothetical business. This final project is designed to consolidate the course's learning outcomes and give students a practical, hands-on experience in developing a strategic marketing plan. It promotes collaboration, critical thinking, creativity, and communication skills.

Instructions:

3) Developing the Strategic Marketing Plan

Each team will complete its strategic marketing plan, ensuring it covers all key areas learned throughout the course, such as market analysis, competitive analysis, marketing objectives, positioning, marketing mix strategies, integrated marketing communications, and implementation and evaluation processes.

4) Presentation Preparation

Each group will prepare a 15-20 minute presentation of their strategic marketing plan. The presentation should be engaging and professionally structured, explaining each aspect of their plan and justifying their strategic choices.

Séance 16

In group graded activity: Presentation Session

Each team will present their strategic marketing plan to the class. The presentation should include the business overview, the marketing environment, the strategic choices they made, and how they plan to implement and evaluate the plan.

After each presentation, there will be a Q&A session where students from other groups and the instructor can ask questions about the presented plan.

Teams should be prepared to answer questions, defend their strategic choices, and show their understanding of the course materials.

Evaluation:

Each team will be evaluated based on the comprehensiveness of their strategic marketing plan, the rationale behind their strategic choices, the quality of their presentation, and their ability to answer questions and defend their strategies.

Department : Economy, Finance and Controlling

Expert-Pole-Unit : Finance

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

COURSE DESCRIPTION

This course intends to give a broad overview of the role of a corporate treasurer and the duties and required skills for the CFO (Chief Financial Officer) of a company. Indeed, different kinds of risks affect a company's treasury flows and it is essential to understand the methods with which certain types of risks can be mitigated or even hedged. It is inherent to a corporate treasurer's job to deal with uncertainty. With this in mind the course will also touch upon different forecasting and scenario based analytical techniques that can help to appraise uncertainty and take sensible financial decisions under uncertainty.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_MULTI2 - Students will apply practices of major business disciplines in an international business context.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Understand a company's budget from the point of view of a treasurer.
- 2 - Know the most common types of risks a corporate treasurer is confronted to.
- 3 - Understand FX (foreign exchange) risk.
- 4 - Understand ways for a company to finance itself.
- 5 - Know different types of forecasting and scenario techniques to deal with uncertainty.

Skills

- 6 - Compute Net Present Values.
- 7 - Forecast the development of uncertain cash flows.
- 8 - Devise a hedging scheme for a targeted FX exposure.

TEACHING METHODS

Book reviews, Lectures

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5.	Oral test	20 %	General knowledge (fundamental concept, model specifications, comments/critiques) is evaluated through interactive class participation, discussion and presentation of (short) case studies.
6,7,8.	Written assignment/ Essay	30 %	Students are required to do a set of homework problems
1,2,3,4,5,6,7,8.	Final written exam	50 %	Essential knowledge of the course is checked. Students need to mobilize all the knowledge and skills learned during the course to answer both understanding questions (related to a firm as a whole) and numerical applications.

BIBLIOGRAPHY

Compulsory Reading

Principles of Corporate Finance, Brealey and Myers, McGraw-Hill

Recommended Reading

- Treasury management by Steven M. Bragg
- Global corporate treasury by Rajiv Rajendra

COURSE SYLLABUS

Séance 1

How to Calculate Present Values

Séance 2

Valuing Bonds

Séance 3

The Value of Common Stocks

Séance 4

Net Present Value and Other Investment Criteria

Séance 5

Making Investment Decisions with the Net Present Value Rule

Séance 6

Introduction to Risk and Return

Séance 7

Portfolio Theory and the Capital Asset Pricing Model

Séance 8

Risk and the Cost of Capital

Séance 9

Project Analysis

Séance 10

Efficient Markets and Behavioral Finance

Séance 11

Understanding Options

Séance 12

Valuing Options

Séance 13

Real Options

Séance 14

Credit Risk and the Value of Corporate Debt

Séance 15

Managing Risk

Séance 16

Managing International Risks

Department : Marketing and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

COURSE DESCRIPTION

This course introduces students to basic concepts and contemporary theoretical perspectives on advertising and promotion. Through a combination of lectures, class discussions and group assignments the course aims to help students achieve a comprehensive understanding of how various promotional tools can be used together in a consistent fashion in order to add value to companies and their brands and contribute to achieving marketing goals as well as develop practical skills of integrated marketing communications planning.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Understand basic concepts in advertising and promotion, different approaches in advertising theory and major developments and trends in advertising industry.
- 2 - Discuss key roles played by the major stakeholders in marketing communications and the key steps in the integrated marketing communications process.
- 3 - Understand various KPIs involved in the evaluation of advertising effectiveness.
- 4 - Discuss various internal and external factors that have to be taken into consideration when researching, planning and implementing international advertising campaigns.

Skills

- 5 - Analyse strategic and cultural meanings in advertising messages.
- 6 - Evaluate the effectiveness of a communication campaign.
- 7 - Conduct independent research of target market and competitors.
- 8 - Formulate an integrated marketing communications strategy.

TEACHING METHODS

Book reviews, Case study, Exercises, Field study, Flipped classroom, Group presentation, Group works, Individual presentation, Lectures, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1	Oral Presentation	10 %	Advertising insight presentation (individual assessment)
1,2,3,4,5,6,7,8	Written assignment/ Essay	40 %	Continuous assessment of the ongoing course assignments (group assessment): 1) Presentaton of an academic article suggested by the professor 2) Advertising research assignment - primary data collection and analysis 3) Group project - IMC plan part 1 (Consumer insights and competitive analysis) 4) Group project - IMC plan parts 2 and 3 (Strategy formulation, Final presentation of the created advertising campaign)
1,2,3,4,5,6,7,8	Final written exam	50 %	Final exam (individual assessment)

BIBLIOGRAPHY

Compulsory Reading

Articles from the advertising trade journals

Recommended Reading

Hackley, C. & Hackley, R.A., 2021. Advertising and Promotion 5th ed., SAGE Publishing

Belch, G. & Belch, M.A., 2018. Advertising and Promotion: An Integrated Marketing Communications perspective 11th ed., McGraw-Hill Education.

COURSE SYLLABUS

Séance 1

Course overview

Introduction to advertising & promotion

Class discussion on forms of advertising and promotion that influence brand perceptions

Project group formation

Séance 2

Advertising Theory: different perspectives

Class exercise: analysis of print ads' meanings

Séance 3

Advertising research

Class exercise: identifying information needs and research planning

Séance 4

Brands and promotional communications

Class discussion of strategic branding

Séance 5

Integrated Marketing Communications: planning process

Class exercise: analysis of the planning rationale in video advertising

Séance 6

Group project work: Situational analysis and consumer insight

Séance 7

Advertising agency work: key roles and processes

Case study: Ad agencies: evolution or revolution?

Séance 8

Strategy and creativity in advertising

Class discussion: creativity vs. effectiveness

Class analysis of creative ads

Séance 9

Advertising objectives, budgeting, media planning and evaluating effectiveness

Class discussion: messages and media outlets

Séance 10

Group project work: Strategy formulation

Séance 11

Non-advertising promotion

Class exercise: finding examples of native advertising

Class exercise: the BuzzFeed challenge

Séance 12

Non-controllable communications: WoM, brand communities and more.

Class discussion: community management and controlling the brand image

Class exercise: making memes

Séance 13

Global Advertising Strategy

Class discussion: standardisation vs localisation

Class exercise: comparing ads of the same brand in different countries

Séance 14

Ethics and regulation in advertising

Class discussion: ethics and controversy in advertising

Séance 15

Exam preparation: revision and discussion

Séance 16

Final group project presentations: IMC plan

Department : Management and Strategy

Expert-Pole-Unit : Human resources and CSR

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

COURSE DESCRIPTION

International Human Resource Management (IHRM) is the study of the management of human resources in an international context. The objectives of this course are to:

- Understand the nature of IHRM, the institutional and cultural context
- Explore the differences between domestic and International Human Resource Management
- Understand the complexities of IHRM activities in Multinational companies

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_MULTI2 - Students will apply practices of major business disciplines in an international business context.
- LO_BBA_MULTI3 - Students will be able to work effectively with other nationalities.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Understand issues, constraints, challenges and opportunities related to International Human Resource Management
2. Understand key factors of success in implementing IHRM strategy
3. Describe the influence of culture on IHRM practices

Skills

4. Develop successful programs for international assignees
5. Demonstrate their capacity to adjust to complex intercultural environments in a management perspective

6. Evaluate “best practices” across cultures

TEACHING METHODS

Case study, Exercises, Flipped classroom, Group presentation, Group works, Individual presentation, Lectures, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5,6	Final written exam	50 %	The final exam will be comprised of multiple choice and/or essay questions and/or case questions and/or exercices
1,2,3,4,5,6	Course work	50 %	<p>Continuous assessment comprises all quizzes, homework assignements, case study, individual and /or group presentations of the semester</p> <p>Continuous assessment comprises all quizzes, homework assignements, case study, individual and /or group presentations of the semester</p> <p>Participation points (10%) shall be awarded based on making meaningful contribution to class discussions and involvement in class exercises, attendance, in class activities, quizzes.</p>

BIBLIOGRAPHY

Compulsory Reading

Course slides and additional resources, found on the Moodle course site

-Caligiuri, P., De Cieri, H., Minbaeva, D. et al.(2020). International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. *J Int Bus Stud* 51, 697–713, <https://doi.org/10.1057/s41267-020-00335-9>

Recommended Reading

- Dereski H. (2016). *International Management: Managing across borders and cultures, Text and cases*, Prentice Hall, 9th Edition. ISBN 978-1292153539=> E-Book available at IPAG library

- Dowling, P.J, Festing M., Engle, A.D.(2017), *International Human Resource Management*, CENGAGE Learning Edition

-Redman, T., & Wilkinson, A. Dundon A. (2017). *Contemporary human resource management: Text and cases*. Pearson Education.

- Brewster, C., Houldsworth, E., Sparrow, P. and Veron, G.(2016). *International Human Resource Management (4th ed.)*, London: CIPD

-Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, 2(1), 2307-0919.

-Triandis, H. C. (2002). Subjective culture. *Online readings in psychology and culture*, 2(2), 1-12.

-Scullion, H., Collings, D. G., & Gunnigle, P. (2007). International human resource management in the 21st century: emerging themes and contemporary debates. *Human Resource management journal*, 17(4), 309-319.

COURSE SYLLABUS

Séance 1

Student must note that this schedule might be subject to change without notice
International Human resource management : An introduction

Séance 2

International Human resource management : An introduction (Continued)

Séance 3

Multi-National Corporations (MNCs)

Séance 4

The cultural context of IHRM

Séance 5

The cultural context of IHRM (Continued)

Séance 6

The organizational context

Séance 7

Working abroad

Séance 8

International Recruitment and selection

Séance 9

International Recruitment and selection (Continued)

Séance 10

International Performance management

Séance 11

International Compensation

Séance 12

International training and development

Séance 13

Case study

Séance 14

IHRM trends and future challenges

Séance 15

Oral Presentation

Séance 16

Module review

Department : Management and Strategy

Expert-Pole-Unit : Entrepreneurship

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

COURSE DESCRIPTION

Family businesses are the most relevant form of economic actors across the world. Their contribution to all national economies is acknowledged worldwide. They can be of small, medium and large size and operate across all industries. Family businesses have specific features which makes them a distinct organizational type in comparison to non-family firms such as continuous search for balance between economic and non-economic goals, identification of the family with the firm emotional attachment among family members and the desire to transfer the firm and the family wealth across generations.

Family businesses are also entrepreneurial actors and the fuel for many entrepreneurial activities. The entrepreneurship dynamics of family firms are however different from those of other firms because of the degree of family involvement in ownership and management. In fact entrepreneurship and entrepreneurial dynamics of family firms, what could be also defined as family entrepreneurship, have a special flavor which deserve specific investigation.

The main of this course to understand the mechanisms of family entrepreneurship by combining scientific knowledge generated in the family business research field with real world examples of family businesses from different countries.

Core topics that will be discussed (among others) are:

- Introduction to family businesses and family business research (Part I, II, III)
- Defining family entrepreneurship
- From founder-managed firms to family firms: the birth of the entrepreneurial spirit
- Family entrepreneuring
- Transgenerational entrepreneurship
- Next generation entrepreneurial intentions
- Corporate entrepreneurship in family firms
- Entrepreneurial orientations in family firms
- Internal and external corporate venturing in family firms

The course will be taught through several techniques such as frontal lectures, case study analyses, role play, and real world examples.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_SOLV1 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Recall the basic academic/practitioner oriented perspectives on family business and family entrepreneurship
- 2 - Recognize family businesses and their entrepreneurial processes and dynamics
- 3 - Identify the frameworks, tools, and concepts used for analyzing family entrepreneurship

Skills

- 4 - Being able to identify the main actors and arenas for family entrepreneurship
- 5 - Critically analyze family business entrepreneurial choices

TEACHING METHODS

Case study, Group presentation, Lectures, Professional meetings

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1.2.3.4.5	Oral Presentation	50 %	During the lectures students will benefit from discussions of mini-cases that are based on real life examples of family entrepreneurship. The cases will be developed in teams and will require no advance preparation and all necessary material will be distributed via electronic files. Attention: It is expected that each team member will participate fully and equally in the analysis, preparation, and delivery of the team work. Participation is highly encouraged, since it increases the quality of the learning process and improves the learning outcome. It will be followed regularly by the professor for each session. These team works will constitute 50% of the final course grade.
1.2.3.4.5	Final written exam	50 %	Written Exam - 2 hours

BIBLIOGRAPHY

Compulsory Reading

Basco, R., Calabrò, A., & Campopiano, G. (2019). Transgenerational entrepreneurship around the world: Implications for family business research and practice. *Journal of Family Business Strategy*, 10(4), 100249.

Calabrò, A., Santulli, R., Torchia, M., & Gallucci, C. (2021). Entrepreneurial orientation and family firm performance: the moderating role of TMT Identity-Based and Knowledge-Based faultlines. *Entrepreneurship theory and Practice*, 45(4), 838-866.

Kraus, S., Kallmuenzer, A., Stieger, D., Peters, M., & Calabrò, A. (2018). Entrepreneurial paths to family firm performance. *Journal of Business Research*, 88, 382-387.

Recommended Reading

Cheng, J., Díaz-Matajira, D., Pavan Bang, N., Basco, R., Calabrò, A., James, A., & Samara, G. (Eds.). (2022). *Family Business Case Studies Across the World. Succession and Governance in a Disruptive Era*. Edward Elgar Publishing.

COURSE SYLLABUS

Séance 1

- Introduction to family businesses and family business research (Part I, II)

Séance 2

- Introduction to family businesses and family business research (III)

Séance 3

- Case study 1

Séance 4

- Defining family entrepreneurship

Séance 5

- From founder-managed firms to family firms: the birth of the entrepreneurial spirit

Séance 6

- Family entrepreneuring

Séance 7

- Case study 2

Séance 8

- Transgenerational entrepreneurship

Séance 9

- Next generation entrepreneurial intentions

Séance 10

- Case study 3

Séance 11

- Corporate entrepreneurship in family firms

Séance 12

- Entrepreneurial orientations in family firms

Séance 13

- Case study 4

Séance 14

- Internal and external corporate venturing in family firms

Séance 15

- Case Study 5

Séance 16

- Final course wrap-up

Department : Marketing and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- Bachelor : Semestre 05

COURSE LEADER

Stefania MASE

Nice

s.mase@ipag.fr

COURSE DESCRIPTION

This course aims to explore the interesting but enigmatic world of the luxury business.

Luxury is an industry in constant transformation, experiencing a growth that seems to not see any crisis. Along this course, we will analyze the world of luxury through the lenses of their brands, products, retail, and communication strategies.

We will analyze luxury from the point of view of manufacturing companies in need to adapt and innovate their business models, as well as from the point of view of consumers. These last perceive different 'levels' of luxury goods and services, with diverse perspectives which variate between generations, cultures, and countries.

Finally, we will turn our attention to the complex issue of sustainability in luxury.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_SOLV1 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Understand the specifics of the luxury industry and the main actors.
2. Distinguish between the different levels of luxury, and detect consumer behavior.
3. Understand the marketing mix of the industry and understand the main differences with common goods or services.
4. Identify the main changes, and challenges facing the industry

Skills

5. Analyse the environment of the luxury industry
6. Identify different strategies for luxury brand development
7. Differentiate target markets and product development

TEACHING METHODS

Case study, Exercises, Flipped classroom, Group presentation, Group works, Individual presentation, Lectures, Simulation, Tutorial, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1 2 3 4 5 6 7	Oral Presentation	30 %	Students will present in groups their analysis of an academic theme fundamental to the luxury industry.
2 3 5 6	Written assignment/ Essay	20 %	Students will be invited to actively participate in class; they will be asked to do further readings, case studies, and multiple-choice tests all along the course. The sum and average of all evaluations will count for 20% of the final evaluation.
1 2 3 4 5 6 7	Final written exam	50 %	A case study and/ or a press article with associated open questions covering all the thematic studied during the course.

BIBLIOGRAPHY

Compulsory Reading

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. *Journal of Brand Management: Advanced Collections*. DOI 10.1007/978-3-319-51127-6

Kapferer, J.N. (2015). *Kapferer on Luxury: How Luxury Brands Can Grow Yet Remain Rare*. Kogan Page 1st edition.

Recommended Reading

Christodoulides, G., Athwal, N., Boukis, A., and Semaan, R.W. (2021). New forms of luxury consumption in the sharing economy. *Journal of Business Research*, 137, Pages 89-99. <https://doi.org/10.1016/j.jbusres.2021.08.022>.

Grigorescu, A. & Ion, A.E. (2021). Qualitative Analysis of Sustainability and Innovation Within the Luxury Business Sector. *Journal of the Knowledge Economy*. <https://doi.org/10.1007/s13132-021-00835-5>

Gutsatz, M. & Heine, K. (2018). Is luxury expensive? *Journal of Brand Management* (25), 411–423. <https://doi.org/10.1057/s41262-018-0089-1>

Masè, S. & Cedrola, E. (2017). Louis Vuitton's Art-Based Strategy to communicate Exclusivity and Prestige. In (Ed. by Jin B. & Cedrola E.) *Fashion Brand Internationalization*. Palgrave MacMillan.

Mosca, et al. (2018). The Communication of Sustainability by Italian Fashion Luxury Brands: A Framework to Qualitatively Evaluate Innovation and Integration. In M. A. Gardetti and S. S. Muthu (eds.), *Sustainable Luxury, Entrepreneurship, and Innovation, Environmental Footprints and Eco-design of Products and Processes*, https://doi.org/10.1007/978-981-10-6716-7_5

Welté, J.B., Cayla, J., and Fischer, E. (2021). Navigating contradictory logics in the field of luxury retailing, *Journal of Retailing*, <https://doi.org/10.1016/j.jretai.2021.11.002>.

Veloutsou, C., Christodoulides, G. and Guzmán, F. (2022), "Charting research on international luxury marketing: where are we now and where should we go next?", *International Marketing Review*, Vol. 39 No. 2, pp. 371-394. <https://doi.org/10.1108/IMR-04-2021-0154>

COURSE SYLLABUS

Séance 1

Historical evolution of luxury

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 157-178)

Séance 2

Luxury as a sector

Kapferer, J.N. (2015). Kapferer on Luxury: How Luxury Brands Can Grow Yet Remain Rare. Kogan Page 1st edition. (Ch 11)

Séance 3

The evolution of the business model

Kapferer, J.N. (2015). Kapferer on Luxury: How Luxury Brands Can Grow Yet Remain Rare. Kogan Page 1st edition. (Ch. 9)

Séance 4

The importance of branding for luxury

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 1-25; 235-250)

Séance 5

The importance of branding for luxury (the BAV and Interbrand lab)

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 1-25; 235-250)

Séance 6

Consumer behavior in luxury

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 199-234)

Séance 7

Consumer behavior in international markets, what differences, and analogies?

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 199-234)

Séance 8

A new role for marketing in luxury: Product (and service) innovation

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 43-58)

Séance 9

A new role for marketing in luxury: is pricing enough to identify luxury?

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 43-58)

Séance 10

A new role for marketing in luxury: retailing in luxury

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 43-58)

Séance 11

A new role for marketing in luxury: image identity and the communication process

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 43-58)

Séance 12

New frontiers for luxury

Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 43-58)

Séance 13

Luxury and Sustainable Development

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 123-156)

Séance 14

Luxury and Sustainable Development

Kapferer, J.N., Kernstock, J., Brexendorf, T.O., Powell, S.M. (2017). Advances in Luxury Brand Management. Journal of Brand Management: Advanced Collections. DOI 10.1007/978-3-319-51127-6 (pp. 123-156)

Séance 15

New frontiers for luxury: the metaverse, and everything out there

Students will be invited to do a new trend-search scouting

Séance 16

New frontiers for luxury, recap for the final exam

Department : Marketing and Communication

Expert-Pole-Unit : Marketing and Communication

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Virginie THEVENIN

Nice

v.thevenin@ipag.fr

COURSE DESCRIPTION

This course aims to understand and analyze the link between sustainable development, innovation and maintaining quality in the luxury sector. It will cover the rationalization of global supply chains with the integration of e-commerce and Artificial Intelligence.

Students must consider the new challenges in the field of luxury and know that companies are pursuing their development or their strategy by increasingly integrating environmental concerns.

This course analyzes all of these changes and their consequences.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_SOLV1 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1- Understand the link between luxury, innovation and sustainable development
- 2- Know the importance of innovating in luxury sectors
- 3- Know the techniques of e-commerce in luxury sectors

Skills

- 4- Being able to understand the importance of global supply chains and e-commerce in luxury
- 5- Identify innovation strategies in product and process development
- 6- Being able to manage ICT tools for a sustainable development policy

TEACHING METHODS

Group presentation, Group works, Lectures

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1.2.3.4.5.6	Project	35 %	Students will have to make a presentation on a luxury project integrating environmental concerns
1.2.3.4.5.6	Report	15 %	Written Assigment: Cas study on a luxury brand
1.2.3.4.5.6.	Final written exam	50 %	Case study: students will have to demonstrate their knowledges in luxury, sustainability and innovation

BIBLIOGRAPHY

Compulsory Reading

- Chevalier M. et Mazzalovo (2020) , *Luxury and Brand Management* (4 th edition), Wiley edition, United Kingdom.
- Som A. and Blanckaert C. (2021) , *The road to Luxury, the new frontiers in luxury brand management*, Wiley edition, United Kingdom.
- Batat W. (2019), *Digital luxury, transforming brands and consumer experiences*. Sage Publications, 2019

Recommended Reading

- ATHWAL N., WELLS V. K., CARRIGAN M. et HENNINGER C.E. (2019), « Sustainable Luxury Marketing: A Synthesis and Research Agenda », *International Journal of Management Reviews*, vol.21, n° 4, p. 405-426.
- BARNIER de V., FALCY S. et VALETTE-FLORENCE P. (2012), « Do consumers perceive three levels of luxury? A comparison of accessible intermediate and inaccessible luxury brands », *Journal of Brand Management*, vol. 19, n° 7, p. 623-636.
- BENDELL J. et KLEANTHOUS A. (2008), *Deeper luxury*, WWF report.
- CERVELLON M.-C. et SHAMMAS L. (2013), « The Value of Sustainable Luxury in Mature Markets », *Journal of Corporate Citizenship*, n° 52, p. 90-101.
- DAVIES I.A., Lee Z. et AHONKAI I. (2012), « Do Consumers Care about Ethical Luxury? », *Journal of Business Ethics*, vol. 106, n° 1, p. 37-51, mars.
- DEKHILI S. et ACHABOU M.A. (2013), "Luxury and Sustainable Development: Is there a Match?", *Journal of Business Research*, vol. 66, n° 6, p. 1896-1903, octobre.
- DUBOIS B., LAURENT G et CZELLAR S. (2001), "Consumer rapport to luxury: Analysing complex and ambivalent attitudes", *Consumer Research Working Article*, n° 736, HEC, Jouy-en-Josas.
- HENNIGS N., WIEDMANN K-P., KLARMANN C. et BEHRENS S. (2013), « Sustainability as Part of the Luxury Essence », *Journal of Corporate Citizenship*, n° 52, p. 25-35.
- KAPFERER J.N. et MICHAUT A. (2015). « Luxury and sustainability: a common future? The match depends on how consumers define luxury », *Luxury Research J.*, 1, n° 1, p. 3.
- KAPFERER J-N. (2010), « All that glitter is not green: the challenge of sustainable luxury », *The European Business Review*, p. 40-45, novembre-décembre.
- KESSOUS A., VALETTE-FLORENCE P. et de BARNIER V. (2017), « Luxury watch possession and dispossession from father to son: A poisoned gift? », *Journal of Business Research*, 77, p. 212-222.
- KO E., COSTELLO J.P. et TAYLOR C.R. (2017), « What is a luxury brand? A new definition and review of the literature » *Journal of Business Research*, p.1-9, août.
- THEVENIN V. and De BARNIER V. (2022), *Luxury environmental brands: harmony or conflict ? A comparative semiotic approach using consumption values*, *Management&Avenir*, 3, 129, p. 57-80.
- TORELLI C.J., ALOKPARNA M. et KAIKATI A. (2012), « Doing Poorly by doing Good: Corporate Social Responsibility and Brand Concepts », *Journal of Consumer Research*, vol. 38, n° 5, p. 948-963.
- VIGNERON F. et JOHNSON L.W. (2004), « Measuring perception of brand luxury », *Journal of Brand Management*, vol. 11, n° 6, p. 484-506, Juillet.
- WIEDMANN K-P., HENNIGS N. et SIEBELS A. (2007), « Measuring Consumers' Luxury Value Perception », *Academy of Marketing Science Review*, vol. 7, janvier.
- WIEDMANN K.P, HENNIGS N. et SIEBELS A. (2009), « Value-based segmentation of luxury consumption behavior », *Psychology & Marketing*, vol. 26, n° 7, p. 625-651, juillet

COURSE SYLLABUS

Séance 1

Introduction: presentation, evaluations, questions

Séance 2

Chapter 1. Luxury and Sustainability

Project : brand selection and teams / mental map

Séance 3

Chapter 1. Luxury and Sustainability: sourcing, manifesto , supply chain

Article Analysis Dekhili and Achabou (2013)

Presentation of mental map

Séance 4

Project : presentation of the project and coaching

Séance 5

Chapter 2. Luxury and Innovation

Definition concepts / Article analysis on innovation and sustainability luxury vs non Luxury

Séance 6

Chapter 3. Luxury and digital marketing

Séance 7

Project : coaching

Séance 8

Business Case : Hermes

Séance 9

Chapter 3. Luxury and Digital: focus on luxury retail (online vs offline experience)

Séance 10

Chapter 3. Luxury and Digital: focus on luxury retail (online vs offline experience)

Séance 11

Project : coaching session

Séance 12

Chapter 3. Luxury and Digital: Burberry Case

Séance 13

WRAP UP, kahoot Game and Business Case Correction

Séance 14

WRAP UP, kahoot Game and Business Case Correction

Séance 15

Project: oral presentation

Séance 16

Project: oral presentation

Department : Economy, Finance and Controlling

Expert-Pole-Unit : Finance

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

COURSE DESCRIPTION

This is a course in the principles of corporate finance. It focuses on how companies invest in real assets, how they raise money to pay for these investments, and how those assets ultimately affect the value of the firm. It also provides a broad introduction to the financial landscape, discussing, for example, the major players in the financial markets, the role of financial institutions in the economy, and how securities are traded and valued by investors. The course offers a framework for systematically thinking about most of the important financial problems that both firms and individuals are likely to confront. (cf. Preface to Brealey, Myers, Marcus) The course covers the investment question (the role of the Financial Controller) and points to the literature on the financing question (the role of the Financial Treasurer).

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Explain how companies make investment decisions based on return on investment (ROI).
- 2 - Understand Debt Policy.
- 3 - Understand Payout Policy.
- 4 - Know how to get Short-and Long-term Financing and how to manage Working Capital.
- 5 - Understand Mergers, Acquisitions, and Corporate Control.
- 6 - Understand International Financial Management.

Skills

- 7 - Use Discounted Cash-Flow Analysis to Make Investment Decisions.

- 8 - Illustrate the importance of cash flow management.
- 9 - Manage Financial Risk.
- 10 - Show on what basis investment decisions should be made.
- 11 - Prepare financial budgets.

TEACHING METHODS

Book reviews, Exercises, Group presentation, Group works, Individual presentation, Lectures, Practical, Tutorial

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5,6,7,8,9,10,11	Mid-term exam	25 %	The mid-term serves to assess competencies acquired along the first half of the course
1,2,3,4,5,6,7,8,9,10,11	Oral Presentation	25 %	Actively engaging in the lecture is essential to gain a better knowledge of the course material.
1,2,3,4,5,6,7,8,9,10,11	Final written exam	50 %	The final exam provides a holistic evaluation of knowledge and skills of the lecture.

BIBLIOGRAPHY

Compulsory Reading

BREALEY, MYERS, MARCUS (2015). Fundamentals of Corporate Finance (eight edition). McGraw Hill International Edition. ISBN 978-981-4670-94-4. (Chapters 1 through 13)

Recommended Reading

BREALEY, MYERS, MARCUS (2015). Fundamentals of Corporate Finance (eight edition). McGraw Hill International Edition. ISBN 978-981-4670-94-4. (Chapters 14 through 25)

The Wall Street Journal, The Financial Times (available digitally via the IPAG library), Fortune, Forbes or other serious financial press.

COURSE SYLLABUS

Séance 1

Introduction to Financial Management

Séance 2

Concept of Return on Investment (ROI)
Debt and Payout Policy

Séance 3

Aspects of short and long term financing

Séance 4

Mergers, Acquisitions, and Corporate Control

Séance 5

Risk Management, Cash Flow Management

Séance 6

Preparation of Financial Budgets

Séance 7

Mid-term Q&A session and summary

Séance 8

Mid-term exam

Séance 9

Discounted Cash flow Analysis for Investment Decisions

Séance 10

Financial Management Slam (1/4): Introduction

Séance 11

Financial Management Slam (2/4): Guided group work

Séance 12

Financial Management Slam (3/4): Interim mini-presentation (non-graded)

Séance 13

Financial Management Slam (4/4): Guided group work

Séance 14

End-of-term Q&A session and wrap-up

Séance 15

Final presentations and discussions (1/2)

Séance 16

Final presentations and discussions (2/2)

Department : Foreign languages

Expert-Pole-Unit : Foreign languages

Level : Langues

ECTS : 2

Tutoring Hours : 24 h

Personal Investment : 26 h

Tutoring Language : French

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 02, Semestre 04, Semestre 05, Semestre 06

COURSE LEADER

Lara BARCELO

Paris

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COURSE DESCRIPTION

This course focuses on structures, and vocabulary communication from levels A1 to C1. Students will learn to express themselves in French and to face everyday life and Professional situations.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1- Know how to communicate in french in professional and personal situations

Skills

2- Being able to produce french professional documents in professional situations

TEACHING METHODS

E-learning, Exercises, Flipped classroom, Group works, Individual presentation

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1.2.	Mid-term exam	50 %	Half semester Knowledge Writing expression Writing comprehension French Grammar (Oral comprehension (option))
1.2.	Final oral exam	25 %	oral knowledge individual oral presentation (3 minutes)
1.2.	Final written exam	25 %	Full semester Knowledge Writing expression Writing comprehension French Grammar

BIBLIOGRAPHY

Compulsory Reading

Material provided by the teacher

Recommended Reading

French newspapers and magazines

COURSE SYLLABUS

Séance 1

The syllabus will be confirmed by the teacher at the beginning of the semester.

Beginners:

Faire connaissance, prendre contact

Les verbes au présent

Les adjectifs de nationalité

C'est/ il est/ c'est moi/toi

Intermediate:

Faire connaissance, prendre contact

Les verbes au présent

Pronoms personnels

Advanced:

Se présenter

Préparer son cv

Au bureau

Séance 2

Beginners

Communiquer ses coordonnées

Articles définis, indéfinis, Les noms masculin/ féminin

Les nombres

Intermediate:

travailler en entreprise, communiquer ses coordonnées

Les nombres

L'interrogation

Advanced:

Rédiger une lettre de motivation

La carrière et l'emploi

Séance 3

Beginners:

Parler de soi

Interrogations : qui est-ce/ qu'est-ce que

Les nombres

Intermediate:

Faire des projets, parler d'un évènement passé

Le futur,

Le passé composé

Advanced:

L'entretien d'embauche

Le recrutement et le profil du candidat

Séance 4

Beginners:

Utiliser/ situer/ décrire des objets

Les adjectifs possessifs

Le verbe avoir

La négation/ question négative

Intermediate:

Gérer les rendez-vous,

Expression du futur: présent, futur simple, futur proche,

Advanced:

Le cas pratique

Le système économique

Séance 5

Beginners:

Dire ses préférences

Il y a / qu'est-ce qu'il y a

Les prépositions de lieu

Intermediate:

Décrire les conditions de travail

Conditionnel présent: formation et emploi (politesse)

Advanced:

L'orthographe

Commenter un graphique et des chiffres

Séance 6

Mid term exam

Beginners:

La description

Les adjectifs/ les comparatifs et superlatifs

Les pronoms toniques

Intermediate:

Rédiger une lettre / un mail

Expressions de temps : à, depuis, pendant, pour, il y a, etc.

Advanced:

Mid term exam

Séance 7

Beginners:

Donner l'heure

Parler de ses habitudes, les activités

Les questions avec à quelle heure

Exprimer la fréquence et les dates

Intermediate:

Collecter/présenter des information (histoire, géographie, climat, etc.)

Expressions de lieu : devant, en face, tout droit, etc.

Impératif

Advanced:

Les différentes réunions, l'ordre du jour, la préparation d'une intervention

Les affaires

Séance 8

Beginners:

Parler de ses habitudes/Parler de sa journée de travail Les mois et les saisons
Les verbes pronominaux/ impersonnels
Les adjectifs démonstratifs

Intermediate:

Demander/comprendre/expliciter un itinéraire dans la rue visiter/présenter un quartier, un site touristique
Forme passive

Advanced:

Le support de réunion
Accord et désaccord

Séance 9

Beginners:

Se déplacer
(train/ métro)
Les verbes pouvoir au présent
à/en + moyen de transport
à/en+ pays

Intermediate:

S'informer sur les conditions de transport, comprendre/expliciter un itinéraire de métro
Imparfait et passé composé

Advanced:

La prise de parole en réunion
L'ennui et l'intérêt

Séance 10

Beginners:

Les réservations d'hôtel
L'adjectif tout /L'impératif
Suite questions
devoir/ Il faut/ il est interdit de
aller/ venir/ partir
Les questions d'où/ où/par où à quel/ de quel

Intermediate :

Raconter une anecdote
Discours indirect (au présent)

Advanced:

Les interactions
Manières de parler

Séance 11

Beginners and intermediate:

Révision+ oral exam

Advanced:

L'orthographe
La conversation

Séance 12
Oral exam

Department : Management and Strategy

Expert-Pole-Unit : Human resources and CSR

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

COURSE DESCRIPTION

This course aims to conceptually and practically address the concept of Ethics from a business and personal point of view. By the end of this course, students will be able to contribute to the construction and vision of ethical situations. The course provides an understanding and appreciation of some of the major moral and ethical problems that may be encountered by business managers today in order to produce responsible managers of the future who are able to adopt a rational, honest and fair approach when faced with ethical dilemmas in the workplace. Adopting a global perspective and using real-world business ethics cases, the course highlights the dilemmas of ethical decision-making, ethical leadership, as well as promotes appreciation of how important sustainability is for every organization and the way to achieve it.

So this course, also, introduces Business students to the multiple aspects of Corporate Social Responsibility (CSR). It gives a clear idea about the role of social responsibility of business organizations. In addition, it discusses the main topics that include the relationship between business and society, the concept of corporate social responsibility, corporate social responsibility practices, identifying stakeholders' issues and the role of diversity at the workplace.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- LO_BBA_MULTI1 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_MULTI3 - Students will be able to work effectively with other nationalities.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - To identify the theories that support ethical decision making,
- 2 - To understand the importance of having a code of ethics, especially as a manager,
- 3 - To assert the CSR issues faced by both national and global companies.

Skills

- 4 - To develop an understanding of the different steps to analyzing specific situations and behaviors with regards to ethics, and explore the potential for decision-making in different situations.
- 5 - To appraise, assess, or critique on the basis of specific standards and criteria business ethical situations and provide insights and solutions.

TEACHING METHODS

Case study, Exercises, Group presentation, Group works, Lectures, Simulation, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1,2,3,4,5	Oral test	10 %	Participation during class is mandatory and graded
1,2,3,4,5	Oral Presentation	40 %	Continuous assessment is the accumulation of all your graded course work, including homework, other assignments, in class work, reports, presentations, projects.
1,2,3,4,5	Final written exam	50 %	The Final Exam is written and cumulative (all topics will be covered).

BIBLIOGRAPHY

Compulsory Reading

- Stanwick, P., & Stanwick, S. D. (2013). Understanding business ethics. Sage.
- Suzanne Benn & Dianne Bolton (2010). Key Concepts in Corporate Social Responsibility, 1er Édition.
- Course Pack: Slides, Articles and Case Studies to be provided on MOODLE.

Recommended Reading

- Cam Caldwell and Verl Anderson (2020). Business Ethics: Perspectives, Management and Issues. Nova.

COURSE SYLLABUS

Séance 1

Class Introduction

Séance 2

Introduction to Ethics & CSR

Séance 3

Chapter 1 - Foundations of Ethical Thought

Séance 4

Chapter 1 - Foundations of Ethical Thought

Séance 5

Chapter 2 - Corporate Social Responsibility (1)

Séance 6

Chapter 2 - Corporate Social Responsibility (1)

Séance 7

Chapter 3- Corporate Social Responsibility (2)

Séance 8

Chapter 3- Corporate Social Responsibility (2)

Séance 9

Chapter 4 - Corporate Social Reporting

Séance 10

Chapter 4 - Corporate Social Reporting

Séance 11

Chapter 5 - Ethical leadership

Séance 12

Chapter 5 - Ethical leadership

Séance 13

Chapter 6 - Code of Ethics and Ethical Guidelines

Séance 14

Chapter 6 - Code of Ethics and Ethical Guidelines

Séance 15

Chapter 7 - Workplace Discrimination

Séance 16

Chapter 7 - Workplace Discrimination

Department : Management and Strategy

Expert-Pole-Unit : Entrepreneurship

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3ème année - Fall

Learning Semestre :

- BBA : Semestre 05

COURSE LEADER

COURSE DESCRIPTION

This course provides students with fundamentals of business strategy, and is divided into two parts: In the first part, we will cover topics such as the role of strategy in business; industry analysis; resources and capabilities; and how competitive advantage is built and sustained. The second part will develop the sense of agility applied to business strategy. Students will get familiar with the notions of strategy implementation; industry evolution and strategic change; and finally management of innovation and technology.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_MULTI2 - Students will apply practices of major business disciplines in an international business context.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

- 1 - Understand what is business strategy and its goals; recognize main business strategy questions and their relevance to explain the impact of business strategy on firm success.
- 2- Recognize the main structural features of an industry and understand the impact of those features on competition and overall level of profitability in the industry.
- 3 - Identify resources and capabilities that would help establish a sustainable competitive advantage for the firm.
- 4 - Discuss the need for agility in business strategy to cope with challenges of a fast changing world.

Skills

- 5 - Explore and assess different types of business strategies.
- 6 - Choose and apply the necessary tools to analyze the environment in which a firm operates.
- 7 - Decompose the resources and capabilities of a firm.
- 8 - Distinguish the different strategic moves called upon depending on the evolution of an industry and changes in technology.

TEACHING METHODS

Case study, Exercises, Flipped classroom, Group presentation, Group works, Lectures, Tutorial, Videos

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1, 2, 3, 4, 5, 6, 7, 8	Oral Presentation	25 %	Mean of all grades obtained in class (exercises, team-work and individual participation)
1, 2, 3, 4, 5, 6, 7, 8	Project	25 %	Final project (written report + presentation)
1, 2, 3, 4, 5, 6, 7, 8	Final written exam	50 %	Essay type questions

BIBLIOGRAPHY

Compulsory Reading

Textbook: Grant, Robert M., (2016). Contemporary Strategy Analysis (9th ed). ISBN 9781119120841.

Recommanded Reading

To be provided in class.

COURSE SYLLABUS

Séance 1

Lecture 1: Introduction to the course

What is strategy? Why do we need business strategy? What is the strategy process?

Séance 2

Tutorial 1: Introduction to business strategy

Exercise: In-depth understanding of the concepts of strategy and strategy process

Séance 3

Lecture 2: Industry analysis

Understand the importance of industry in the firm's external environment

Recognize the main structural features of an industry and their impact on competition and overall profitability

Séance 4

Tutorial 2: Industry analysis

Exercise: Using industry analysis to develop and evaluate strategy

Séance 5

Lecture 3: Resources and capabilities analysis

Identify the resources and capabilities of a firm and understand their role in formulating strategy

Séance 6

Tutorial 3: Resources and capabilities analysis

Exercise: Evaluating the potential of a firm's resources and capabilities to create a sustainable competitive advantage

Séance 7

Lecture 4: Establishing competitive advantage

Understand competitive advantage

How to establish competitive advantage? How to sustain competitive advantage?

Types of competitive advantage

Séance 8

Tutorial 4: Establishing competitive advantage

Exercise: Analyzing the competitive advantage of a firm

Séance 9

Lecture 5: Strategy implementation

Understand organizational structure and its relation to strategy implementation

Séance 10

Tutorial 5: Strategy Implementation

Exercise: Recognize how organizational structure links to strategy implementation

Séance 11

Lecture 6: Competitive dynamics, industry evolution and strategic change

Recognize different stages of industry life-cycle

Understand the challenges of managing strategic change and explore different approaches to this process

Séance 12

Tutorial 6: Competitive dynamics, industry evolution and strategic change

Exercise: Identify the key success factors associated with different stages of the life cycle of an industry and recommend appropriate strategies for those stages

Séance 13

Lecture 7: Managing technology and innovation

Understand the current revolution in technology-based industries

Formulate strategies for exploiting innovation

Séance 14

Tutorial 7: Managing technology and innovation

Exercise: Identify the factors that determine appropriation of value from innovation

Séance 15

Lecture 8: CSR and strategy

Wrap-up

Séance 16

Tutorial 8: Final project presentations

Department : Economy, Finance and Controlling

Expert-Pole-Unit : Economy, Methods and quantitative techniques

Level : Undergraduate

ECTS : 6

Tutoring Hours : 32 h

Personal Investment : 118 h

Tutoring Language : English

Program & Year of studies :

- Bachelor - 3ème année - Fall
- Bachelor of Business Administration - 3ème année - Fall

COURSE LEADER

Meryem SCHALCK

Nice

meryem.schalck@ipag.fr

COURSE DESCRIPTION

Data Analytics for Business management provides students with an understanding of data for business with the characteristics and application of big data. This course includes activities to help managers make strategic decisions, achieve major goals, and solve complex problems, by applying useful and relevant information to managers' needs. Students will be able to understand the techniques, tools, and architecture for data analysis. This specialization offers the opportunity to apply business analysis to many different industries and domains, such as finance, insurance, marketing, telecommunications, etc.

The first part of the course deals with business intelligence and the definition of big data. It presents the characteristics and application of big data. Then, the course presents the concepts of big data analysis methods.

The second part of the course consists of an introduction to data analysis and data visualization tools. Designing dashboards and making decisions using Tableau. Understanding the architecture for big data Analysis with different big data technologies: Hadoop, MapReduce, H2O, etc.

The third part of the course consists of the definition of Artificial Intelligence, Deep Learning, and Machine Learning. Why use the term artificial intelligence and what are the differences between these terms? The various applications in each industry are explained, such as healthcare, e-commerce, manufacturing, retail, and logistics.

Students are trained in the use of Tableau software.

PROGRAM OBJECTIVES

Learning objectives BBA :

- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Express the sources, structures, and characteristics of big data.
2. Indicate the impact of big data on business operations.
3. Identify areas of strategic and operational use of data in an organization.

Skills

4. Evaluate technology for cloud computing, the Internet of things and big data analysis.
5. Produce a clear and well-structured document.
6. Propose solutions in the core business areas.
7. Work competently in a team in an English-speaking environment.

TEACHING METHODS

Exercises, Group works, Lectures, Tutorial

ASSESSMENT

Learning objectives evaluated	Type of assesment	Percentage	Description
1, 2	Mid-term exam	25 %	Written test Online MCQ
1,2,3,4,5,6,7	Report	25 %	Group work on Case study using appropriate software
1,2,3,4,5,6	Final written exam	50 %	Written test

BIBLIOGRAPHY

Compulsory Reading

Sharda, R., Delen, D., Turban, E., (2017) BUSINESS INTELLIGENCE : A MANAGERIAL APPROACH GLOBAL EDITION, Pearson (available on EBSCO).

https://ipag.biblioondemand.com/consult-brownsbooks.ashx?identifier=9781292220567&forceLogon=IPAG_SSO

Swift, L., Piff, S. (2005) QUANTITATIVE METHODS FOR BUSINESS, MANAGEMENT, AND FINANCE, Palgrave Macmillan

Schalck, C., Yankol-Schalck, M. (2021) Predicting French SME failures: new evidence from machine learning techniques, Applied Economics, DOI: 10.1080/00036846.2021.1934389

Recommended Reading

Etzion, D., & Aragon-Correa, J. A. (2016). Big Data, Management, and Sustainability: Strategic Opportunities Ahead. Organization & Environment, 29(2), 147–155.

Wang, Y., Yu, C., Hou, J., Zhang, Y., Fang, X., & Wu, S. (2021). Research on the Key Issues of Big Data Quality Management, Evaluation, and Testing for Automotive Application Scenarios. Complexity, 2021

Ji, S., Li, Q., Cao, W., Zhang, P., & Muccini, H. (2020). Quality Assurance Technologies of Big Data Applications: A Systematic Literature Review. Applied Sciences, 10(22), 8052.

COURSE SYLLABUS

Séance 1

Chapter 1. Introduction

- o Data for Business
- o What is business intelligence? (Business intelligence examples)

Séance 2

Chapter 2. Big Data overview

- o Business intelligence vs. business analytics (Definition)
- o What is big data? (volume velocity and variety)

Séance 3

Chapter 3. Characteristics and Applications of big data

- o Big Data and the Internet of Things
- o Big data is in real time.

Séance 4

Chapter 4. Traditional data analysis vs. Big Data analytics methods (Data)

- o Unstructured data vs. semi-structured data

Séance 5

Chapter 4. Traditional data analysis vs. Big Data analytics methods (Data)

- o Text mining

Séance 6

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Data analysis

Séance 7

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Data Reporting

Séance 8

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Data Visualization

Séance 9

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Applications

Séance 10

Chapter 5. Big Data in the management of business (tools for data analysis and data visualization (open source))

- o Applications

Mid Term Exam

Séance 11

Chapter 6. Architecture for Big Data Analysis (Big data analysis pipeline)

- o Data Processing

Séance 12

Chapter 6. Architecture for Big Data Analysis (Big data analysis pipeline)

- o (Big Data Technologies: Hadoop and its ecosystem, The MapReduce paradigm, Big data analytics using Apache Spark and H2O, NoSQL databases, Graph databases)

Séance 13

Chapter 6. Architecture for Big Data Analysis (Big data analysis pipeline)

- o Big Data and Artificial Intelligence: Issues and Challenges for Businesses

Séance 14

Chapter 7. Business Data Analytics

- o AI, Deep Learning & Machine Learning: Definition and applications for business

Séance 15

Chapter 7. Business Data Analytics

- o Applications: Fraud detection, Applied statistics, Manufacturing design, Supply chain management, Traffic management, Mortgage loans, loan management, credit risk, Private banking, Customer service, Actuary science, Hotel management, Packaging analytics

Séance 16

Chapter 7. Business Data Analytics

- o Applications (continue): Fraud detection, Applied statistics, Manufacturing design, Supply chain management, Traffic management, Mortgage loans, loan management, credit risk, Private banking, Customer service, Actuary science, Hotel management, Packaging analytics

Submit the assignment (group work) on Moodle

Département : Culture générale et Humanités

Pôle d'expertise : Culture Générale et Humanités

Niveau : Undergraduate

Crédits ECTS : 6

Heures(s) d'enseignement : 32 h

Travail personnel : 118 h

Langue(s) d'enseignement : Anglais

Programme(s) et année(s) d'étude :

- Bachelor of Business Administration - 3ème année - Fall

Semestre(s) :

- BBA : Semestre 05, Semestre 06

RESPONSABLE DU COURS

OBJECTIFS DU PROGRAMME

Learning objectives BBA :

- 23_LO_BBA_MULT11 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- 23_LO_BBA_TEAM2 - Students will be able to work effectively in teams.

OBJECTIFS DU COURS

Connaissances

Compétences

METHODES PEDAGOGIQUES

Cours magistral, Travail de groupe, Travaux dirigés

EVALUATION

Objectifs pédagogiques évalués	Mode d'évaluation	Pourcentage	Descriptif
	Projet	50 %	
	Examen final écrit	50 %	

BIBLIOGRAPHIE

PLAN DE COURS

Department : Humanities
Expert-Pole-Unit : Humanities
Level : Undergraduate

ECTS : 6
Tutoring Hours : 32 h
Personal Investment : 118 h
Tutoring Language : English

Program & Year of studies :

- Bachelor of Business Administration - 3rd year - Fall

Semester or year:

- Semester 05

COURSE LEADER

Emmanuel IGAH

emmanuel.igah@ipag.fr

COURSE DESCRIPTION

The triptyque Geopolitics-Climate Change-Energy Transition has gradually taken the center stage of human preoccupations in the recent decades. While global surface temperature rise is known to have accompanied the evolution of our planet over time, the advent of the industrial revolution (1760-1840) based on an increasingly intensive use of fossil fuel ushered in the phenomenon of climate warming essentially driven by human activities. Energy transition appears today as an indispensable component of any policy deployed to address this challenge. This course will familiarise the students with the geopolitical stakes involved in energy transition and the correlation with climate warming. It will throw light on the Conference Of the Parties (COPs) and other platforms put in place to foster international cooperation in tackling climate change and promoting energy transition. It is a 32 hours course divided into 16 lecture sessions of 2 hours each. Thematic group presentations will enhance the students' knowledge and understanding of the global issues addressed in the course.

CONTRIBUTION TO PROGRAM LEARNING OBJECTIVES

- LO_BBA_MULT11 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

COURSE OBJECTIVES

Knowledge

1. Understanding of Geopolitics, Energy transition, Climate Change and Climate Warming and the interplay between these issues, and the stakes involved at the global level
2. Grasping of the notions of energy mix, carbon tax, carbon footprint and how they come into play in the geopolitics of energy transition

Skills

3. Explain the roles of international organisations (United Nations, European Union, International Atomic Energy Agency - IAE, Intergovernmental Panel on Climate Change - IPCC, etc) regarding energy transition.
4. Analyze energy transition strategies in their geopolitical complexities in a detached and multidisciplinary way.

TEACHING METHODS

Group works, Lectures, Tutorial

ASSESSMENT

Learning Objectives	Course Objectives	Type of assessment	Percentage	Description
MULTI1 TEAM2	1.2	Project	50 %	Elaboration of oral presentation by groups formed by the students, on themes related to the course and agreed between each group and the Professor. The evaluation will take into account the pertinence of the content of the "exposé" and the quality of the presentation. The presentations will be embedded in the lecture sessions in the form of a continuous assessment process.
MULTI1	1.2.3.4.	Final written exam	50 %	The final examination comprises a dissertation on topic related the Geopolitics of Energy Transition. The structure of the dissertation, articulation of the points, grammar and syntax, pertinence of the arguments, etc will be considered in assessing the dissertation.

BIBLIOGRAPHY

Compulsory Reading

1. JAHREN Hope: The Story of More - How we got to Climate Change and Where to Go From Here; Age Books Original, New York, USA, 2020, LCCN 2019030078 (print) | LCCN 2019030079 (ebook) | ISBN 9780525563389 (trade paperback), 75p.
2. TIM Marshall: "Prisoners of Geography - Ten Maps That Tell You Everything You Need to Know About Global Politics" Elliot & Thomas, London, 324p

Recommended Reading

1. CHOMSKY Noam, POLLIN Robert: Climate Crisis and the Global New Green Deal - The Political Economy of Saving the Planet; Verso, 192p
2. Foreign affairs (US) online: [foreignaffairs.com](https://www.foreignaffairs.com)
3. HAFNER, Manfred, TAGLIAPIETRA Simone: The Geopolitics of the Global Energy Transition, Springer Open , 398p (free online access)

COURSE SYLLABUS

Session 1

Introduction: main concepts, definitions - Geopolitics, Climate change/Climate warming, Energy transition; Notion of Vital space; Preparation of the class for group work.

Session 2

Main energy sources (fossil, non fossil...) and greenhouse gases GHGs
Part 1: climatic impacts disparities in reserves fuelling tensions and conflicts;

Session 3

Main energy sources (fossil, non fossil...) and greenhouse gases GHGs
Part 2: the rationale for energy transition; why the ownership of abundant fossil fuel reserves (oil, gas, coal) tends give nations and regions a huge leverage for economic development, military power and geopolitical influence.

Session 4

Understanding the concepts of Carbon footprint, Carbon tax, and Carbon Credit in relation to Energy transition.

Session 5

Key institutions and their roles: United Nations, European Union, Intergovernmental Panel on Climate Change (IPCC), International Atomic Energy Agency, United Nations Framework Convention on Climate Change (UNFCCC), etc.

Session 6

Geopolitical structure of the world, power and influence blocks, etc. and lines of fracture and shock: continental and regional blocks, global North vs global South, advanced/developed nations vs developing nations/emerging powers, strategic resource producing nations vs consuming nations, Western nations vs BRICS, old industrialised economies vs new/emerging industrialised economies.

Session 7

The Conference of the Parties (COP) driving the energy transition process
Part 1: the landmark roles of COP21 (Paris, 2015) and COP28 (Dubai, 2023); the challenges of global temperature rise limitation (1.5°C-2°C to year 2100 in COP21) and fossil fuel elimination (COP28) - "geopolitical battle grounds"

Session 8

The Conference of the Parties (COP) driving the energy transition process
Part 2: the roles of political and professional lobbies (oil and gas/OPEC/multinationals, nuclear energy lobbies, etc).

Session 9

The geopolitics of transition to all-electric automobiles and zero fossil fuel in keeping with targets of global average surface temperature rise of 1.5°C to 2° maximum by 2100 (COP21) and full decarbonization by 2050 (West vs China competition for dominance of the electric vehicles, electric vehicles battery and solar energy markets), etc.

Session 10

The geopolitics of transition to all-electric automobiles and zero fossil fuel in keeping with targets of global average surface temperature rise of 1.5 o 2° maximum by 2100 (COP21) and full decarbonization by 2050 (West vs China competition for dominance of the electric vehicles, electric vehicles battery and solar energy markets).

Session 11

Civil society and population involvement in the global energy transition process.

Session 12

Regional insights 1: Energy transition in Europe and North America: the European Union's dilemma - common objectives, divergent energy transition policies among the Member States; the North Stream 1 and 2 Russian-Germany gas pipeline explosion against the backdrop of Ukraine-Russia war and geopolitical implications for energy transition in Europe.

Session 13

Regional insights 2: Africa and Latin America - geopolitically fragile regions, but attractive sources of strategic minerals for the energy revolution; the new scramble for economic heart Africa

Session 14

Regional insights 3: Middle East/Russia and Asia: the «Strategic Ellipse» vs energy transition; China and India - world economic giants and major emitters of greenhouse gases on the move to the front-line of energy transition

Session 15

The increasing influence of the international media in the geopolitics of energy transition

Session 16

Recap of course content, perspectives of energy transition; revision and preparation for the final exam

Département : Management
Pôle d'expertise : Management
Niveau : Undergraduate

Crédits ECTS : 6
Heures(s) d'enseignement : 32 h
Travail personnel : 118 h
Langue(s) d'enseignement : Anglais

Programme(s) et année(s) d'étude :

- Bachelor - 3ème année - Fall
- Bachelor of Business Administration - 3ème année - Fall

Semestre ou année :

- Semestre 05

RESPONSABLE DU COURS

CONTRIBUTION AUX OBJECTIFS D'APPRENTISSAGE DU PROGRAMME

- LO_BBA_ETHIC1 - Students will be able to recognize ethical and sustainability issues within the field of international business and management.
- LO_BBA_MULT11 - Students will demonstrate an awareness of cultural differences and management issues within a global context.
- LO_BBA_MULT12 - Students will apply practices of major business disciplines in an international business context.
- LO_BBA_MULT13 - Students will be able to work effectively with other nationalities.
- LO_BBA_SOLV2 - Students will be able to provide managerial recommendations to business issues.
- LO_BBA_TEAM1 - Students will demonstrate the ability to write in a correct business style and academic style using a coherent and logical manner.
- LO_BBA_TEAM2 - Students will be able to work effectively in teams.

OBJECTIFS DU COURS

Connaissances

Compétences

METHODES PEDAGOGIQUES

Cours magistral, Etude de cas, Exercices d'application, Présentation de groupe, Présentation individuelle, Travail de groupe, Travaux dirigés, Vidéos

EVALUATION

Objectifs d'apprentissage	Objectifs du cours	Mode d'évaluation	Pourcentage	Descriptif
MULTI1		Evaluation de mi-période (épreuves sur table)	15 %	
ETHIC1 MULTI1 MULTI2 SOLV2 TEAM1 TEAM2		Projet	35 %	
ETHIC1 MULTI1 MULTI2 SOLV2 TEAM1		Examen final écrit	50 %	

BIBLIOGRAPHIE

PLAN DE COURS