



STUDENTS EXCHANGE PROGRAMS

Courses taught in English
(Liste de cours dispensés en anglais)

**SEVICE COMMUN
DES RELATIONS EUROPEENNES ET INTERNATIONALES**

UNIVERSITE TOULOUSE CAPITOLE 1
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TOULOUSE SCHOOL OF ECONOMICS

1st Semester

	Cours	TD	ECTS	Code
Microéconomics	39	15	6	MRE1253
Macroéconomics	39	15	6	MRE1NU6
Development Economics	36		6	MRE1106
Market Finance	26	15	6	MRE1241
Resources & Environment	36		6	MRE1247
Dynamic Optimization	26	15	6	MRE1248
Probability Theory	26	15	6	MRE1249
Behaviorial Economics	36		6	MRE1H1
Markets and organizations	36		6	MRE1251

2nd Semester

	Cours	TD	ECTS	Code
Topics in Modern Economics	36		6	LE3047
Industrial Organization	39	15	6	MRE1NU7
Coporate Finance	26	15	6	MRE1254
Applied Econometrics	39	15	6	MRE1NC6
Stochastic Process	26	15	6	MRE1255
North-south economic relations	36		6	MRE1259
International Economics	36		6	MRE1260
Statistiques Multidimensionnelles	26	15	6	MRE1261
Time Series	36		6	MRE1262
Game Theory	39	15	6	MRE1253
Public economics	39	15	6	MRE1NU8

FACULTY OF LAW

1st Semester

	Cours	ECTS	Code
E-commerce Law	10	3	MIEL 2
Individuals and Citizenship	20	3	MIEL 15

2nd Semester

	Cours	ECTS	Code
International Trade law	20	2,5	MIEL 4
Labour Law and Corporate Liability	20	2,5	MIEL 6
International Legal Dispute Resolution	20	2,5	MIEL 5
Law and economics	15	2,5	MIEL 19

IAE - Management

1st Semester

	Cours	TD	ECTS	Code
Arbitrage	12h00	6H00	3	MGF1E031
Modeling tools in finance	24h00	12H00	5	MGF1E032
Mathematics for finance and insurance	36h00	18H00	5	MGF1E07
Management information system	21H00	24H00	5	MGI1101
Corporate strategy	21H00	21H00	5	MGI1102
Quantitative data analysis	21H00	30H00	5	MGI1103
Finance	30H00	21H00	5	MGI1104
Managing innovation	33H00		5	MGI1105
Comparative business history	33H00		5	MGI1106

2nd Semester

	Cours	TD	ECTS	Code
Financial markets	12H00	2H00	3	MGF1E091
Corporate finance	24H00	12H00	5	MGF1E092
Organisational theory and leadership	21H00	18H00	4	MGT1M10
International management and strategy	21H00	18H00	4	MGT1M11
Advanced strategy	24H00	15H00	4	MGT1M12
Marketing	30H00	21H00	5	MGI1107
Organisational theory and leadership	21H00	21H00	5	MGI1108
International management and strategy	24H00	18H00	5	MGI1109
International company law	33H00		5	MGI1110

Programs (indicative)

TOULOUSE SCHOOL OF ECONOMICS

1st Semester

	Cours	TD	ECTS	Code
Microéconomies	39	15	6	MRE1253
Macroéconomies	39	15	6	MRE1NU6
Development Economics	36		6	MRE1106
Market Finance	26	15	6	MRE1241
Resources & Environment	36		6	MRE1247
Dynamic Optimization	26	15	6	MRE1248
Probability Theory	26	15	6	MRE1249
Behavioral Economics	36		6	MRE1H1
Markets and organizations	36		6	MRE1251

2nd Semester

	Cours	TD	ECTS	Code
Topics in Modern Economics	36		6	LE3047
Industrial Organization	39	15	6	MRE1NU7
Corporate Finance	26	15	6	MRE1254
Applied Econometrics	39	15	6	MRE1NC6
Stochastic Process	26	15	6	MRE1255
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International Economics	36		6	MRE1260
Statistiques Multidimensionnelles	26	15	6	MRE1261
Time Series	36		6	MRE1262
Game Theory	39	15	6	MRE1253
Public economics	39	15	6	MRE1NU8

Development Economics

Professors:: M. AZAM (Professeur)

Contents: 1) Why Eurasia?
2) Why China Lagged Behind ?
3) The Key to The Asian Miracle.
4) Why Not Africa? Opportunities – Syndromes

Prerequisites: None

Behavioral Economics

Professors:: Mme. HOPFENSITZ (Maître de Conférences)

Contents: The second part of this course deals with experimental economics. The three main domains of experimental economics are presented, namely 1) Individual choice experiments, with a special focus on the decision choice under uncertainty and the expected utility theory, 2) Market experiments, intended to test the predictions of perfect and imperfect competition theories, 3) Game experiments, the goal of which is to test the predictions basic games such as the prisoner's dilemma or the ultimatum game. During the *tutorial*, each student has access to a PC connected (via the internet) to a virtual experimental economics laboratory, which allows them to participate in the different types of experiments.

Préquis / Prerequisites: Bases of microeconomics and of game theory

Microeconomics

Course outline:

- . Decision-making under uncertainty
- . Risk-Aversion
- . Risk and Markets
- . Adverse Selection
- . Moral Hazard
- . Information and Markets
- . Reputation and Career concerns

Books:

The first part of the course will be based on:

Economic and Financial Decisions under Risk, by Louis Eeckhoudt, Christian Gollier, Harris Schlesinger, Princeton University Press, 2005

The second half of the course will be based on:

The Theory of Incentives: The Principal-Agent Model by Jean-Jacques Laffont and David Martimort, Princeton University Press, 2002

Evaluation:

After the first half of the course there will be an exam covering the topics on risk and uncertainty. This exam will account for 50% of the final grade. A final exam will cover the topics of the second half of the course on incentive theory and will also account for 50% of the final grade.

Macroeconomics

Plan of the Course:

- 1 Solow Growth Model
- 2 New Growth Theory
- 3 Consumption
- 4 Investment
- 5 Real Business Cycles
- 6 Monetary Economics
- 7 Monetary Policy
- 8 Unemployment

Market Finance

Course outline

By the end of the Module students will have a detailed knowledge of basic mean-variance analysis and models such as the CAPM and APT as well as derivatives pricing.

Course objectives

The module aims to introduce students to the fundamental techniques for valuing assets. A subsidiary aim is

to equip students with some of the skills required to study the research literature in this important area of financial economics. The module also provides a foundation for the other finance modules of the programme.

Course structure

A – Introduction to finance

B – Valuation of assets, given discount rates and in particular valuation of fixed income securities

C – Utility Theory and risk aversion

C – Determination of discount rates

- Risk and return

- Portfolio theory

- CAPM

- APT

C – Introduction to derivatives and their valuation.

Prerequisites: None

Evaluation: Final exam (100%)

Literature:

- . Danthine and Donaldson *Intermediate Financial Theory*, Prentice Hall 2002,
- . Copeland, Weston and Shastri *Financial Theory and Corporate Policy*, Addison Wesley, 2005.
- . Bodie, Kane and Marcus, *Investments*, McGraw-Hill, 5th Edition, 2004.

Resources & Environment

Lecture outline

The lecture is intended to provide the students with introductory material in natural resources and environment economics. This material is composed of factual description of natural resources management problems and of analytical tools or models that have been developed to explain them. Elementary knowledge in microeconomics (like those exposed in Varian H.

Intermediate Microeconomics) is considered as a prerequisite. A good background in multivariate calculus is also needed (non linear programming techniques). At some points, the lecture will use some primary elements of optimal control theory and the basic skills will be given for that part. The lecture outline is the following:

INTRODUCTION

CHAPTER I : EXTERNALITIES

(Externalities in general equilibrium models, Pigouvian taxes, permits markets, environmental norms, property rights assignment)

CHAPTER II : LAND AND WATER

(Land rents, ricardian rents, spatial and distance models, water as a resource, scarcity rents for water, sharing a river)

CHAPTER III : NON RENEWABLE RESOURCES

PART 1 : OPTIMALITY

(substitution with a backstop resource, Hotelling rent, consumption or leisure under an exhaustible resource constraint)

PART 2 : MARKET ECONOMIES

(mining rents, pure competition and the Hotelling rule, monopoly and conservation, Cournot-Nash versus cartel-fringe Stackelberg duopolies)

The reading material is composed of

Kolstad C. *Environmental Economics* (2000), Oxford University Press

Hartwick and Olewiler, (1998) *The Economics of Natural Resources*, Addison-Wesley.

Dasguptan P and G. Heal, (1980), *The economics of exhaustible resources*, Cambridge

Dynamic Optimization

Chapter 1: A deterministic model in economics

- Deterministic problem of optimal growth.
- Finite horizon problem
- Value function and dynamic programming

Chapter 2: Mathematical Preliminaries

- Banach space
- The contraction mapping theorem
- Correspondences

Chapter 3: Dynamic Programming

- The principle of optimality
- Optimal plan
- Bounded returns
- Existence of solution for the functional equation
- Properties and regularity of the solution
- Constant returns to scale
- Unbounded returns

Markets and organizations

One of the most fundamental facts about modern societies is that they depend on exchange: almost all of the things we need for our daily lives are produced not by ourselves but by others. Many of these exchanges are conducted between complete strangers. Some exchanges take place through the institution of markets, others

through firms and a great variety of non-market institutions. It might seem that a disposition to “truck, barter and exchange” (in Adam Smith’s words) is so natural to human beings that it needs no further explanation, but in fact a careful study of our prehistoric past suggests that it is a profoundly unnatural thing to do, and has become a universal feature of human existence only in the relatively recent past.

This course asks four questions:

- 1) How has exchange with strangers become a near-universal feature of human societies when everything suggests it was a very unnatural thing for our prehistoric ancestors to do?
- 2) Under what circumstances do markets provide a natural and relatively efficient means of undertaking these exchanges?
- 3) What kinds of non-market institutions provide an alternative means of undertaking these exchanges, and under what circumstances do they work naturally and efficiently?
- 4) How are changes in the technology of information transmission and processing changing the nature of the institutions that mediate economic exchange?

The topics covered will be as follows (the timing is approximate):

Weeks 1 and 2: The psychological foundations of market exchange

Weeks 3 and 4: The evolution of markets through history

Weeks 5 and 6: Non-market institutions and their evolution through history

Industrial Organization

Textbooks :

Tirole, J., 1988, “The Theory of Industrial Organization”, MIT Press

Motta, Massimo, 2004, “Competition Policy”, Ed. Cambridge University Press

Course Outline:

We will indicate the use of Tirole’s book with the letter (T) and the use of Motta’s book with the letter (M).

I – Monopoly and Oligopoly Theory (T)

II – Entry and Exit (T)

III – Vertical Relations (T)

VI – R&D and Intellectual Property (T)

V – Advertising (T)

VI – Competition Policy: Mergers, Vertical Restraints and Collusion (M)

Applied Econometrics

Course outline and requirements

The aim of this 13-week course is to expose students to the theoretical and practical skills necessary for undertaking applied work in economics and provide them with an opportunity to carry out an empirical project in one of the three following areas of research:

- Health and Environment (Andersson)
- Regulation and Industrial Organization (Gasmi)

- Education and Labor Economics (Poinas).

The lectures part of the course is structured into an introduction that will discuss the different stages of an empirical project and three sections that will cover some applied topics in each of these areas of research. During the first 8-week period, these three areas will be introduced and students will have to organize themselves in small groups and choose a topic for their empirical project within this period. In addition to the lectures, computer laboratory tutorial sessions will be organized to give students a chance to analyze data on questions in these three fields of research. Some reading material will be handed out all along the lectures and tutorial sessions as needed. The course requires knowledge of econometric methods at the level of those covered in the M1-TSE "Econometrics" class. The course grade will be determined as follows:

- Lectures material: 30% (10% for each of the three areas of research)
- Empirical project: 60%
- Tutorial session attendance and participation: 10%

Corporate Finance

This course will present the basic concepts of corporate finance decisions. It will be articulated around two questions.

- 1) how to evaluate investment projects ?
- 2) how to finance corporate investments ?

To answer the first question, we will study the different tools used by firms to value their projects, and put a special emphasis on how risk and corporate tax issues are treated.

To answer the second question, we will study different financial decisions (financing of new projects, payout and dividend policy) and show how these decisions are affected by taxes and transaction costs.

The course will use a variety of methods : theories, exercises, and case studies.

Outline

Part 1: How to evaluate projects?

A. How to evaluate riskless projects : investment criteria, cash-flows and accounting data.

B. How to evaluate risky projects : the risk-adjusted discount rate, ratio comparison methods.

C. The effect of corporate taxes on project valuation : adjusted present value, WACC.

Part 2: Capital structure and financial decisions

A. Modigliani-Miller: the irrelevance theorem

B. Taxes and firms financial decisions : capital structure, dividends and share repurchases

C. Bankruptcy costs

Reading list

Financial Markets and corporate strategy, Mark Grinblatt and Sheridan Titman, McGraw Hill 2nd edition.

Principles of Corporate Finance, Richard Brealey, Stewart Myers, and Franklin Allen, McGraw Hill 8th edition.

Stochastics Process

This course is an advanced probability course dealing with stochastic processes, viz. random quantities evolving along time. Such stochastic processes are useful in modelling, e.g. the price of a stock on a financial market or the surplus process for insurance

companies. The aim of this course is to give a solid mathematical grounding for further studies on related topics, such as option pricing and financial mathematics, mathematical methods in insurance, stochastic optimization, etc... Throughout the course, we will try to first present motivating examples so that it is easier to abstract and build on them later on. Historical complements will also be discussed whenever time permits.

Outline:

1. Introduction to stochastic process

Collection of random variables, trajectories, continuous versus discrete time

The law of a stochastic process, measurability issues

Filtrations as modelling of “information”, Stationarity

2. Conditional expectations and Gaussian vectors

Conditional expectation w.r.t. a sigma field, w.r.t. a random variable, Jensen inequality

Conditional expectation as orthogonal projections, linear expectation

Conditional expectation of Gaussian Vectors

3. Martingales in discrete time

Gambling games, sub-, super-martingales, examples, transformations, properties

Doob's decomposition, Stopping times, Optional stopping theorem, convergences

4. Markov chains in discrete time

Examples, the Markov property, computation of (conditional) probabilities, transition matrices, classification of states, hitting times, absorption probabilities, recurrence and transience, invariant distribution and ergodic theorems.

5. Brownian Motion

History, Definitions, properties, transformations of BM, Markov properties, Martingales related to the Brownian motion, applications in financial markets.

6. The Homogeneous Poisson process

The exponential distribution, counting process, inter-arrival times, Markov property, compensated Poisson process and martingales, towards Ruin theory in assurance.

Prerequisites: knowledge of probability theory

Evaluation : final written examen

North -south economics relations

Here again, the idea is to blend some theoretical insights with historical narratives that illustrate them. The basic mechanism brought out by historical analysis is that the North-South specialization that evolved in the course of the past millennium is due as much to the differential availability of natural resources across the globe as to the unrestrained use of military might. The oil market is then shown to hit the North back, with a vengeance.

Part 1: Globalization and the Proliferation of Independent Governments

This part is quite theoretical and shows how the number of countries in the world depends on the freedom of trade and the political regimes in place. It is based on:

Alberto Alesina and Enrico Spolaore (2003): *The Size of Nations*, MIT Press:

Cambridge

Part 2: The Visible Hand: Military Violence and International Trade

This part only uses a small number of theoretical models to understand a few key mechanisms that explain the pattern of international trade across the ages. It shows how centralized China dived into backwardness while competitive Europe and its offshoots became dominant for a while, thanks to their military might. It is based on:

Ronald Findlay and Kevin H. O'Rourke (2007): *Power and Plenty: Trade, War, and the World Economy in the Second Millennium*, Princeton University Press: Princeton

Part 3: Oil and Financial Crises

This part uses some key insights from the theory of exhaustible resources to explain why the oil market plays such a fundamental part in determining the macroeconomic performance of the industrialized countries. It uses bits and pieces from various sources, but a useful background information is provided by:

Mahmoud A. El-Gamal and Amy Miers Jaffe (2010): *Oil, Dollars, Debt, and Crises: The Global Curse of Black Gold*, Cambridge University Press: Cambridge.

International Economics

Contents: Les échanges mondiaux de marchandises et de services – Les fondements théoriques de la division internationale du travail – Les stratégies de spécialisation internationale dans les pays industrialisés et dans les pays en développement (N.P.I. Pays Relais et P.M.A.).

International Trade (commodities and services) – Theory and Tests of international Trade – International Specialisation Strategies for developed and developing countries.

Prerequisites: néant / none

Game Theory

The game theory class is an introductory course to game theory; there is no prerequisite, apart from the most basic mathematical tools (derivatives), and a taste for rigorous reasoning. The main tools of game theory are studied in turn: from static games under complete information to dynamic games under incomplete information. The course is illustrated with economic examples and applications. The objective is thus to provide rigorous foundations to the study of games that have become an important part of modern economics, such as: Bertrand and Cournot competition, Hotelling model of differentiated products, collusion and repeated games, auctions, signalling games, and so on.

There is no compulsory textbooks, but I would recommend both Gibbons, "A primer in Game Theory", Wheatsheaf Books, 1992

Gonzales, Crête, « Jeux de Société : une introduction à la théorie des jeux en sciences sociales », PU Laval, 2006.

Public Economics

Contents: This course first presents the major rationale for government intervention and then covers public goods, externalities, cost-benefit analysis, optimal taxation, social insurance. It presents both the usual normative approach (which focuses on what the government should do) and the more recent positive approach, where explicit care is taken of the private objectives of decision makers ((re)election concerns, rent seeking, etc). The *Lectures* are based on the textbook "Economics of the Public Sector" by Joseph E. Stiglitz. Although the book is mainly informal, the *Lectures* will from time to time develop more formal approaches.

Prerequisites: none

Time Series

Lectures: Wednesday 15h30-18h30 (Room MC203).

The main goal of the course is to familiarize students with time series econometrics, in particular forecasting macroeconomic and financial time series. During the nine weeks of lectures, we will cover different topics. The assessment will be based on two home works (15% each) and a final exam (70%).

The topics that will be covered are:

1. Stationary Processes
2. ARMA Models
3. Modeling and Forecasting with ARMA Processes
4. Introduction to Non-stationary Time Series (Unit Root, Trend, Structural Breaks)
5. Unit Root Tests
6. VAR Models
7. Co-integration and Error Correction Models
8. Forecasting Time Series (in sample and out-of-sample)

References:

² Brockwell, P. and R. Davis: Introduction to Time Series and Forecasting, Springer.

² Diebold, F.: Elements of Forecasting, Thomson, South-Western.

² Hamilton, J. D.: Time Series Analysis, Princeton University Press.

² Stock, J. and M. Watson: Introduction to Econometrics, Addison Wesley.

Faculty of LAW

Master 1 International & European law

1st Semester

	Cours	ECTS	Code
E-commerce Law	10	3	MIEL 2
Individuals and Citizenship	20	3	MIEL 15

2nd Semester

	Cours	ECTS	Code
International Trade law	20	2,5	MIEL 4
Labour Law and Corporate Liability	20	2,5	MIEL 6
International Legal Dispute Resolution	20	2,5	MIEL 5
Law and economics	15	2,5	MIEL 19

E-Commerce law

Contents : This course deals with the different aspects of the contract making process per electronic means.

This lecture shows that contracts made on internet are no more ruled as classical contracts : differences are enlightened. At the end, formalism appear heavier, but the main principles remain the same, because most of the time only modalities change.

This lecture also provides explanations on Private International Law rules applicable to e-contract.

International Trade Law

Contents : This lecture deals with rules applicable to commercial relationships in international situations. It shows that domestic legislations are sometimes very far from each other, and that contracting parties always try to link their case with the most favorable one.

This course also shows how practitioners have created soft law, that is to say rules that are not binding but have a strong influence on day-to-day international commerce.

At last, this course presents the main difficulties that can appear to draft an international contract

Labour law and corporate liability

Contents : This lecture aims to provide with the main elements of Labour Law, i.e. the rules applicable to a labour contract, the employees and employers' rights and duties, the negotiations, the unions.

This lecture also emphasizes the European aspects of this problematic, as they become more and more important.

International legal dispute resolution

Contents : The purpose of this lecture is to present the available methods to end a litigation without asking a judge to decide.

Indeed, most domestic legislations consecrate some alternative methods (arbitration, mediation, transaction...), usable in some circumstances to try to solve an issue amicably.

It is therefore important to know their existence and the conditions to use them.

This lecture also shows that those methods are more and more used international situations

IAE- MANAGEMENT

1st Semester

	Cours	TD	ECTS	Code
Arbitrage	12h00	6H00	3	MGF1E031
Modeling tools in finance	24h00	12H00	5	MGF1E032
Mathematics for finance and insurance	36h00	18H00	5	MGF1E07
Management information system	21H00	24H00	5	MGI1101
Corporate strategy	21H00	21H00	5	MGI1102
Quantitative data analysis	21H00	30H00	5	MGI1103
Finance	30H00	21H00	5	MGI1104
Managing innovation	33H00		5	MGI1105
Comparative business history	33H00		5	MGI1106

2nd Semester

	Cours	TD	ECTS	Code
Financial markets	12H00	2H00	3	MGF1E091
Corporate finance	24H00	12H00	5	MGF1E092
Organisational theory and leadership	21H00	18H00	4	MGT1M10
International management and strategy	21H00	18H00	4	MGT1M11
Advanced strategy	24H00	15H00	4	MGT1M12
Marketing	30H00	21H00	5	MGI1107
Organisational theory and leadership	21H00	21H00	5	MGI1108
International management and strategy	24H00	18H00	5	MGI1109
International company law	33H00		5	MGI1110

Arbitrage

Objectifs pédagogiques :

Comprendre la notion de pricing par arbitrage, et de savoir l'appliquer sur des actifs simples (forwards, options).

Course outline:

- 1 Opportunités d'arbitrage
 - 1.1 Définition
 - 1.2 L'absence d'opportunité d'arbitrage et ses implications
- 2 La méthodologie d'évaluation par arbitrage
 - 1.1 La méthodologie d'évaluation par arbitrage
 - 1.2 La notion de couverture
 - 1.3 Probabilités risque-neutre
- 3 Le modèle Binomial
 - 4.1 Le modèle à une période
 - 4.2 L'extension du modèle binomial à n périodes

Bibliography :

Introduction to the mathematics of finance, S. Roman, Springer

Options, Futures, et autres actifs dérivés, J. Hull, 5^{ème} édition, Pearson Education

" Modeling tools in finance"

Responsable du Cours : **Silvia ROSSETTO**

Content

The Module aims to introduce students to the fundamental techniques for valuing risky assets.

This course presents the tools that are necessary to model investment decisions: expected utility, modern portfolio theory, CAPM and market efficiency.

The Module also provides a foundation for the other Finance UE.

Course outline

- 1 - Introduction to Financial Markets and Institutions
- 2 - Market Efficiency
 - 2 - Utility theory and Risk Aversion
- 3 - Portfolio theory
- 4- Capital Asset Pricing Model
- 5- Equity premium puzzle

Prerequisite

Notions of probability theory and analysis

Bibliography

- Robert Cobbaut, *Théorie financière*, Economica
- Copeland Weston and Shastri, *Financial Theory and Corporate Policy*, Addison Wesley.
- Bodie, Kane and Marcus, *Investments*, McGraw-Hill.

« Mathematics for finance and insurance »

Course convenor: **Stéphane VILLENEUVE**

Learning objectives :

The purpose of this lecture is to give the mathematical foundations needed to present modern finance theory and its applications to option pricing problems.

Course outline

1. Axiom of probability
2. Probability on a finite set
3. Probability on an uncountable set.
4. Random variables
5. Independence and conditional law

Bibliography :

Jacod Protter : *Probability essentials* Springer
Durrett : *Probability Theory and examples*

Management information system

Course convenor: **Sylvie Doutre** – Course assistant: **Rémi Cazabet and Frédéric Moisan**

Intended Learning Outcomes (ILO)

Learning objectives

Upon completion of this course, the students will be able to be well-informed interlocutors for the design of computerized information systems in their company. They will have an overview of management information systems, and an in depth view of one of their main issues: data management.

Learning outcomes

By the end of the module students will be able to:

- Understand what a management information system is
- Design and query a database within the framework of a precise activity
- Control the essential functions of a database management system

Contribution of this module to programme

Whatever function the student gets involved in after graduation, working in an organization involves working with a computerized information system

Course description

This course is an introduction to Management Information Systems (MIS) and to one of their main issues: data management. The first goal is to present MIS and how they can help businesses accomplish their goals and objectives. The second and main goal of this course is to present data management: the essential rules allowing designing a coherent database within the framework of a precise activity, and the query languages which allow you to benefit from these data. Acquired competences must allow the students to be able to design and exploit a database, within the framework of their professional activity, to be interlocutors informed for the design of computerized information systems in their company. The concepts seen in this course are implemented through the DataBase Management System (DBMS) Microsoft Access, which is widespread in the field of micro processing. The students will thus control the essential functions of any DBMS of the market. The basics of Excel will also be introduced in this course to prepare the students to further courses on decision-making and Management Control in M2.

Course outline

I – Management Information Systems

Definition, development and use

Business goals and objectives (e.g. problem solving, decision making)

II – Data management

Database definition and development process

Database design (entity-relationship model, relational model)

Database query (relational algebra, SQL)

Implementation through Microsoft Access DBMS

III – Basics of Excel

Link with companies

Company cases will be used to illustrate the concepts covered in this course.

Prerequisites: Computer basics, office tools

Evaluation

Each student will be evaluated on their individual and group performances in the two following components, with the following weights in the final grade:

- | | |
|------------------|------|
| 1. Group Project | 40 % |
| 2. Final exam | 60 % |

Group Project:

Small groups (2 or 3 students) will be formed. The project is divided into two parts: Part 1 consists in analyzing and modelling data of a company case; Part 2 consists in implementing the data modelled in Part 1 into Microsoft Access, and to query the database created. The Oral Examination consists in presenting the final system obtained.

Final Examination:

The written final examination will carry 60% weight in the final grade.

Please note that the mark given will also take into account students' oral and written communication skills.

Bibliography

Kroenke D. M. (ed.) *Using MIS*, Pearson Prentice Hall.

Kenneth C. Laudon and Jane P. Laudon (eds.) *Essentials of Management Information Systems*, Prentice Hall.

Ramakrishnan R. and Gehrke J. (eds.) *Database Management Systems*, McGraw-Hill Higher Education.

Corporate Strategy

Course instructor: **Audrey ROUZIES**

Intended Learning Outcomes (ILO)

Upon completion of this course, students should be able to:

Master the basic concepts of strategy and be able to mobilize the various disciplines of management (HR, finance, accountancy, marketing, etc) to understand a company strategy.

Understand the bonds between diagnosis, strategic choices and strategic implementation.

Apply strategy concepts to real organizational situations.

Managerial skills outcomes

Analytical capacity through case study exercises

Competitive and business intelligence skills

Team work and decision making in groups

Course outline

The introduction course is positioned at the beginning of the first year of the master. It is designed for the student to get a holistic vision of corporate strategy.

After this introduction to corporate strategy, during the second semester of the first year, the students will develop a finer-grained knowledge of international strategy in the “International Management and Strategy” course. In the second year of the master, they will again refine their knowledge in strategy in the “Business Intelligence and Strategy” course.

Course structure

The course is organized as presented below. There are 7 lectures associated with 7 tutorial sessions in smaller groups. Every week students follow a lecture class where the main concepts are presented during 3 hours. During the lecture classes, students’ participation is encouraged to facilitate a co-construction of the course.

Then, the students “implement” the concepts seen in class with case studies in tutorial sessions. The students form groups of 3 to 5 taking into account the diversity of the class (nationality, gender, skills). Before the tutorial, the students have to read the case study, then, during the tutorial all the students answer some questions and write a report (as a group). One group per session speaks in front of the rest of the class. To enhance the students’ flexibility and their capacity to adapt to changing rules, during every session, one group performs an oral presentation or leads a debate between the groups, or synthesizes information that they gathered from the others groups...In every document that they deliver,

student are asked give their opinion and defend it in a convincing way. Students are evaluated on their capacity to express themselves, support their opinions effectively and convince an audience.

Course structure

Introduction (Session 1)

- What is strategy?
- Understanding the Strategic Process (diagnosis, decision, implementation)

Part I – The strategic position

- The environment: external analysis (Session 2)
- Strategic Capability: internal analysis (Session 3)

Part II - Strategic choices

- Business level strategy (Session 4)
- Corporate level strategy (Session 5)

Part III – Strategy into action

- Organising for success: strategy and structure (Session 6)
 - Enabling success: strategic development processes (Session 7)

Case presentation grading system

The case studies used in class are not presented in the syllabus because they change every year.

Synthesis (25%)

Clear introduction of the topic chosen and clearly stated and defended position.

Clarity and coherence. Easy to understand, appropriate tone, style, language.

Analysis of case and management concept(s) 25%

Use of theories

References/proper sourcing

Justification backed up by examples or case data

Debate and discussion (25%)

Handling of questions.

Managing questions, appropriate answers

Clarifying before answering, checking if questions were sufficiently answered

Form (25%)

Creativity in presentation format/support material. Use of projector, slides flow.

Make it interesting - get and retain audience attention

Transitions between group members, group members speak as “one”, flow

Respect time constraints Appropriate time given to each part of the presentation

Prerequisite : none

Evaluation:

Case study report and oral presentation (40%)

Final written exam of 3 hours (60%)

See Case presentation grading system

Please note that the mark given will also take into account students' oral and written communication skills.

References

Textbook

Johnson, G., Scholes, H. & Whittington, R. (2011) Exploring Corporate Strategy, 9th edition, Pearson International Education.

Complementary references

Barney, J. and Hesterly, W. (2008) Strategic Management and Competitive Advantage, 2nd edition, Pentice Hall.

David, F. (2007) Strategic Management, Concepts and Cases, 12th edition, Pearson International Education.

Quantitative data analysis

Course instructor: **Margaret Kyle**

Intended Learning Outcomes (ILO)

After this course, students should be able to:

- Describe and apply statistical procedures used for calculating descriptive and inferential statistics
- Translate quantitative data into graphs, tables, charts, and figures
- Select SPSS procedures appropriate for different types of data and analysis
- Analyse SAS outputs

Managerial skills outcomes

Once in a firm, graduates should be able to choose the appropriate statistical technique in order to analyse different quantitative problems. They will be able to run the statistical analysis with SAS software and provide clear recommendations based on the results of the quantitative analysis.

Moreover, they should be able to criticize any quantitative analysis and check the robustness of any empirical project they could be faced with.

Course outline

This course is designed to assist students in developing a clear understanding of quantitative data analysis and interpretation techniques. The aim of this course is to give a coherent view of quantitative methods that are used in government agencies, large firms and consulting firms. It includes principal component analysis, cluster analysis and multiple regression analysis (cross-section and time series). The statistical techniques presented in the course are the subject of an empirical project that the students should develop by themselves. Analysis demonstration and lab assignments will be done with data sets using SPSS.

The course is divided in a lecture format section (21 hours) and tutorial classes in smaller groups (30 hours).

Course structure

Part I : Descriptive statistics and bi-variable analysis

- Chapter 1.1. : Descriptive statistics
- Chapter 1.2. : Tests to verify the existence of a relationship between two variables

Part II : Multivariate Data Analysis

- Chapter 2.1. : Cluster Analysis
 1. Hierarchical Cluster Analysis thanks to Ward's method
 2. Partitioning the sample: k-means clustering
- Chapter 2.2. : Principal Components Factor Analysis

Part III : Linear Regression

- Chapter 3.1. : Basic principles of simple and multiple linear regression
- Chapter 3.2. : Analyzing the results
- Chapter 3.3. : Structural Change

Evaluation

Group project (30%) Final written exam of 2 hours (70%)

Note that the mark given will also take into account students' oral and written communication skills.

Grading system

The written exam is composed of output from the SPSS software. The students should answer detailed questions about the interpretation of various parts of the output. They should be able to explain why such procedure has been implemented and how the analysis could be extended.

Lastly, considering the results of the analysis the students should be able to provide clear recommendations on the empirical project under study.

Prerequisite

Undergraduate statistics course.

Bibliography

- Elliott, R. J. (1995), Learning SAS in the Computer Lab, Belmont , Duxbury press.
- Everitt B. S. and G. Dunn (1991), Applied multivariate data analysis, Edward Arnold ed.
- Everitt, B. S. and D. Geof (2002), A Handbook of Statistical Analyses using SAS, Chapman & Hall.
- Levin R. I. and D. S. Rubin (1998), Statistics for Management, Prentice Hall ed.
- Malhotra N. (2004), Marketing Research: An Applied Orientation, Prentice Hall ed.
- Ronald P. Cody, and J. K. Smith (1997), Applied Statistics and the SAS Programming Language, Englewood Cliffs (N.J.), Prentice-Hall.
- SAS Institute (1994), Introduction to Market Research using SAS system, SAS Institute Inc.
- Sharma, S. (1996), Applied multivariate techniques, New York , J. Wiley and sons
- Stevens J. (1996), Applied multivariate statistics for the social sciences, LEA publishers, third edition.
 - Wooldridge J. M. (2002), Introductory Econometrics - A Modern Approach, South-Western Educational Publishing, 2d ed.

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Finance

MODULE 1 - Course instructor: **Alexander GUEMBEL** – Course assistant: **Haina Ding**

Intended Learning Outcomes (ILO)

After this course, students should be able to:

Knowledge outcomes

- Understand the time value of money and its applications in project valuation
- Understand and apply the concept of diversification so as to be able to optimize portfolio choices
- Evaluate risk using the Capital Asset Pricing Model
- Understand choices for the sources of finance of a corporation

Managerial skills outcomes

- Value a cash flow stream and thereby take better investment decisions
- Assess the risk premium required for specific financial and real investments. This will help explain to shareholders how investment decisions will create value for them
- Evaluate corporate capital structure choices
- Analyze the risk exposure due to exchange rate risk; apply risk management tools to hedge exchange rate risk
- Understand the basic principles and the language of finance so as to be able to communicate with finance specialists within a corporation or bank

Course outline

This course aims at providing students with an introduction to some fundamental principles of finance, such as the evaluation and pricing of risk, project evaluation and capital structure decisions. The course will develop the principles from a theoretical perspective and then apply them to numerous practical examples and cases.

The course is divided in a lecture format section (30 hours) and group tutorials (21 hours)

Course structure - Lectures

I Introduction to Finance: Why does finance matter? What is the role of finance for a corporation? Outline of basic institutional structures. Introduction to basic financial instruments like debt and equity.

II Discounting and its applications: The time value of money. The net present value as an investment criterion. Valuing a bond, and calculating its yield. Valuing a growing perpetuity, valuing annuities. Interpretation of equity as a growing perpetuity. How to interpret a share's price to earnings ratio.

III Risk: Who cares (or doesn't) about risk? Defining a measure of risk. Correlation between risky investments and the impact on overall risk exposure. Diversification.

IV Portfolio Theory: Beta as a measure of risk contribution. Calculating portfolio risk. Optimal portfolio choice. The Sharpe ratio as a measure of investment performance.

V The Capital Asset Pricing Model (CAPM): The objective of a firm. Diversification and firm value. The application of CAPM to firm's investment decisions.

VI Sources of Finance: Cost of Capital and the Debt – Equity split. The weighted average cost of capital. Taxation and cost of capital.

VII Project evaluation: Cash flow projections. Accounting numbers and cash flows. Calculation of corporate tax. Depreciation and its impact on valuation. Nominal versus real cash flows.

VIII Ocean Carriers Case Study: This case study requires students to carry out a valuation of an investment proposal. It allows students to apply much of the material that the lectures to date dealt with. The work is carried out in groups. Students have to prepare a spreadsheet as homework and then develop the valuation on that basis during the class.

IX International Finance: Exchange rate risk. Hedging with forwards and futures. Exchange rate parity relationships. International project evaluation.

Course structure - Classes

There are 7 sessions and they are based on a homework assignment for each. This takes the form of a problem set that allows students to practice the material from the lecture. Students are encouraged to work in groups and are given grades for their submissions of the homework assignments.

Prerequisites: Since this is an introductory course, there are no pre-requisites.

Evaluation: Tutorial classes (30%) Final written exam of 2 hours (70%)

Note that the mark given will also take into account students' oral and written communication skills.

Bibliography

Brealey, D., S. Myers and F. Allen, 2008, *Corporate Finance*, 9th edition, New York: McGraw-Hill.
Stafford, E., A. Chao and K.S. Luchs, 2001, *Ocean Carriers Case Study*, Boston: Harvard Business Publishing.

MODULE 2 - Course instructor: Anne-Marie Verdier (9 hours)

Intended Learning Outcomes (ILO)

After this course, student should be able to:

- Describe and explain the basis of financial information : *define financial accounting, its use, its users, the fundamental accounting principles and the main financial statements*
- Identify the main component parts of financial statements : *define items of income statement and balance sheet*
- Understand the process of consolidating accounts : *explain the principles and the techniques of consolidation*

Contribution of this module to the programme

The course is positioned at the beginning of the first year of the master. It is intended to prepare students not only to the Finance course in the first year of the master but also to the Comparative Accounting and Auditing course in the second year of the master.

Working in an organization inevitably involves working with people from different backgrounds and interests. This course is designed with the assumption that the knowledge of accounting language is essential for any functions of the management of organizations. It attempts to give students an understanding of accounting and financial data so as to be able to communicate with accountants, auditors or any financial specialists within a group.

Course description

This course is an introduction to international accounting. Its aim is to provide students a wide view of consolidated financial information in an international perspective. The course emphasizes the conceptual framework of the International Accounting Standards Board (IASB) and provides students bases of financial and accounting statements for groups.

Teaching methods

During this course, the main teaching methods include:

- 1* Lecture
- 2* In-class cases, exercises, quizzes

Course outline

Session 1

- Definition of financial accounting
- Users of financial accounting
- Introduction to the IASB Framework
- Accounting principles
- Assets, liabilities, equity, income and expenses notions
- The accounting process and the accounting equation

Session 2

- Illustration and exercises
- The financial statements (income statement and balance sheet)

Session 3

- The group accounting (consolidated accounts main principles)
- Examples and exercises

Pre-requisite

As this is an introductory course, no pre-requisites are required.

Bibliography and learning resources

Accounting aspects

Main references

D. Alexander, C Nobes, Financial accounting: an international introduction, Prentice Hall, 2004.

C. Nobes, R. Parker, Comparative international accounting, Prentice Hall, 2006

Additional references

L.M. Fraser, A. Ormiston, Understanding financial statements, Pearson Prentice Hall, 2007

H. Stolowy, M. Lebas, Financial accounting and reporting : a global perspective, Thomson, 2006

Glossary of accounting and auditing terms

F. Saxcé, Accounting, tax and financial dictionary: French-English / English-French, Cabinet Saxcé, 2007

E. Zgradic-Zirnhelt, Glossary of accounting and financial terms, La maison du dictionnaire, 2006.

Managing Innovation

Course convenor: **Eric Jolivet**

Intended Learning Outcomes (ILO)

After this course, students should be able to:

- Acquire an overall culture of innovation in firms and the world most innovative firms.
- Understand major issues associated with companies implementing innovation processes.
- Understand and discuss the strategic dimension of projects
- Have a better sense of new product development conditions for success
- Get a sense of the importance of thinking dynamically about company strategy
- Link the course to other courses in strategic management

Managerial skills outcomes

- Analytical capacity and ability to link real situations to concepts through case studies
- Ability to discuss, debating issues, make collective decisions, and allocate tasks in a group
- Ability to understand and problematize a case study, organize and collect additional information when useful
- Improved ability to talk to an audience, to deliver a message convincingly in a short time, to handle questions and remarks
- Develop PowerPoint presentation

Course outline

This course provides an introduction to the strategic management of innovation to the students. In addition to a general culture of innovation in firms and innovative companies, the main strategic issue associated with the decision of developing new products, processes and services are exposed. Questions such as why do company invest in innovative projects, and what are main issues they are facing to efficiently do so are reviewed. Lectures include many real case illustrations to invite for interactive learning. Full case studies are also used as an opportunity for home group work, and class group oral presentations.

Course structure

Lectures

I Introduction

What is Innovation?

Review of common definitions, glossary, dimensions

II Industry dynamics, technological change and the strategic management of Innovation

Anticipating technological evolution with the S curve

Understanding industry dynamics (A-U model)

III Innovation as a source of competitive advantage

Process innovation based advantage

Product innovation based advantage
Value creation and the blue oceans

IV Strategies of innovation

Taming Time

The innovator's dilemma

Protecting innovation and Capturing value

The battle for standards

Tutorials and case studies presentations

Session 1

Introduction to case study analysis

Case: The body shop, Corporate Responsibility driving innovative products

Session 2

Technological leadership and its advantage

Case: Nokia, successful diversification in an emerging industry

Session 3

Product competition in an knowledge intensive environment

Case: Formula One

Session 4

Breakthrough process and product innovation through strategic alliances in R&D

Case: Matra – Renault design the Espace

Session 5

Confronted to the innovator dilemma

Case: Kodak and the digital revolution

Session 6

Optimizing the New Product Development Process

Case: Apple ebook

Case assignment

The students will form groups of 4 to 5 taking into account the diversity of the class (nationality, gender, skills).

The students will give a 20 min presentation using Powerpoint slides or its open office equivalent. The objective is to allow other students in the class to explore a management issue and apply knowledge covered during lectures. Discussion with the audience and feedback sessions are organised (20 minutes).

The aim of the tutorial is for students to display their analytical skills and to create classroom.

Prerequisites: Strategic management course

Evaluation : Case study presentation (30%) Final written exam of 3 hours (70%)

Case presentation grading system

- Analytical and synthetic skills
- Ability to identify major issues in a situation
- Ability to link and use of theories and concept
- Clarity of the ideas and arguments
- Quality of the slides as complements for oral presentation
- Robustness of position and ability to demonstrate/discuss it

- Group based oral presentation and handling of question

Note that the mark given will also take into account students' oral and written communication skills

Literature:

Barney, J. (2006) *Gaining and sustaining competitive advantage*. Pearson Education.

Christensen, C. (1998) *The innovator's dilemma*. Collins Business essentials.

Kim, C, and R. Mauborgne (2005) *Blue ocean strategy*. Harvard Business School Press

Schilling, M. (2009) *The strategic management of technological innovation*. McGrawHill 2d ed.

Shapiro, C, and H. Varian (1998) *Information rules. A strategic guide to the network economy*. Harvard Business School Press

Comparative Business History

Course instructor: **Ludovic CAILLUET**

Intended Learning Outcomes (ILO)

After this course, students should be able to:

- Put in long term perspectives business related issues
- Understand and integrate the role of national and corporate history for managers
- Evaluate and integrate in their analysis the role of institutions surrounding companies
- Understand the complexity of the environment of corporations, the role of individuals and the motivation of actors
- Understand the origins and the evolution of management practices and tools and the national differences
- Develop an understanding of the role of entrepreneurs in the globalization phenomenon

Managerial skills outcomes

- Analytical capacity through case study exercises and the use of historical sources
- Train in conducting collective discussion and debating issues
- Oral presentation skills including answering questions and managing interruptions and time keeping
- Develop powerpoint presentation design and layout for optimum communication to an audience of 30

Link to the programme

The course is positioned at the beginning of the first year of the programme to offer students an opportunity to understand long term phenomenon in the development of international business activities. It is integrative in nature using cases with strategic management dimensions but also related to organisational design, marketing and distribution and business government relations. It relates to the strategy course using common theoretical concepts and tools.

Course outline

This course is an introduction to business and management history with a comparative perspective. For the three regions covered (North America, Europe, Asia) the course analyses the general cultural and managerial context of each zone and then explain its influence on management methods and practices. It insists on the role of early multinationals and entrepreneurs in the globalisation of business. The course

aims also at integrating the role of institutions and governments in the development of firms' strategy over time.

A specific example of management method adoption or organisational structure will be analysed for each area (e. g. toyotism, JIT, TQM in Japan or Chaebols conglomerates in Korea).

Visiting professors are invited every year to give conferences integrated in the courses

Course structure (lectures + presentation sessions)

Introduction

- Why history matters to managers?
- History and methodology (written and oral sources, archives)
- Illustrative cases : McKinsey and Total's restructuring in the 1960s ; Renault in the USA since the 1950s.

I - North America

- Development of the large enterprise
- The emerging professional manager
- Sophisticated organisations ("M" form) and adapted tools (Marketing, control)
- Analysis of two corporate communication short movies GM (1927) and Lookheed (1940)
- Case study, Frederic Tudor, the ice King (early 19th century entrepreneur going international)

II – Specificity and European adaptation

- The European business environment
- Group organization and the selection of élites
- New management methods
- HRM
- Case study : Pechiney in the interwar Period

III – Brave new Asia

- Large enterprise development in Japan & Korea
- Zaibatsu, Keiretsu, Sogo Sosha
- Korean specificity
- Case study : Mitsui the Sogo Sosha

Session 1: 19th century Entrepreneurs and Empire builders

Heinz

Kruger

Session 2 : Organizing the large enterprise

Alfred Sloan and GM

Dissent at GM

Session 2 : Organizing the large enterprise

Alfred Sloan and GM

Dissent at GM

Session 3 : European examples in the 20th century

France, state as a competitive advantage

Unilever

Session 5 : Entrepreneurship in the globalization era and the Japanese model

Aristotle Onassis

Japanese automotive industry post WW2: Kigyo Shudan

Session 6 : the emergence of the service sector and the knowledge industries

The development of management consulting in Western Europe

McKinsey

Case assignment

The students will make groups of 4 to 6 taking into account the diversity of the class (nationality, gender, skills). Final decisions regarding cases allocation remain with the course convenor who may have to move student/cases according to various constraints (group balance, language proficiency, size,...).

The students will give a 25min presentation using PPT type media. The objective is to allow other students in the class to explore a management issue and apply knowledge covered during lectures.

The aim of the tutorial is for students to display their analytical skills and to create classroom discussion. All students in class have to come prepared having read thoroughly the cases of the day. Typical cases are 20 pages long and students have to allow sufficient preparation time between tutorials in order to benefit fully from the class discussion.

Prerequisites

Strategy

Evaluation: Case study presentation – 30%; Final written exam of 3 hours– 70%

Note that the mark given will also take into account students' oral and written communication skills.

Case presentation grading system

Synthesis (25%)

- Clear introduction to the legal topic chosen and position clearly stated and defended
- Clarity and coherence. Easy to understand, appropriate tone, style, language.

Analysis of case and management concept(s) 25%

- Use of theories
- References/proper sourcing
- Justification backed up by examples or case data

Debate and discussion (25%)

- Handling of questions
- Managing questions, appropriate answers
- Clarifying before answering, checking if questions were sufficiently answered
- Time keeping

Form (25%)

- Creativity in presentation format/support material. Use of projector, slides flow.
- Make it interesting - get and retain audience attention
- Transitions between group members, group members speak as “one”, flow

Respect time constraints Appropriate time given to each part of the presentation

Literature

Cassis Y. (ed.) (1997) Big business the European experience in the twentieth century, Oxford Cassis Y, F. Crouzet, T. Gourvish (1995) Management and business in Britain and France, Oxford Chandler A. D. Jr. , F. Amatori And T. Hikino (eds.) (1997) , Big Business and The Wealth of Nations, Cambridge, Mass. MacCraw T (ed.), Creating Modern Capitalism, HBS University Press

« Financial Markets»

This course describes the main financial instruments, and the markets on which those instruments are traded. The objective are i. to introduce the main classes of assets which are priced in other courses (stocks, bonds, derivatives), and their characteristics, ii. to provide a broad understanding of markets rules and the process of price formation in different trading mechanisms, iii. to introduce the current trends in financial markets' regulation.

Course outline

Ch1. What is a financial market, who are the participants?

Ch2. The different markets and instruments

How are markets functioning?

Ch3. Focus on electronic limit order books: the Euronext case

Ch4. Trading strategies and market liquidity

How are markets regulated?

Ch5. Leverage, speculation and arbitrage

Ch6. Regulation

Bibliography :

- The microstructure of Financial Markets, Frank de Jong & Barbara Rindi, Cambridge University Press, 2008.
- Microstructure des marchés financiers, B. Biais, T. Foucault & P. Hillion, Presses Universitaires de France , 1997
- Introduction aux marchés financiers, Erwan Le Saoût, Broché
- Les titres financiers, B. Dumas et B. Allaz, Presses Universitaires de France, 1995.
- La microstructure des marchés d'actions, A. Minguet, Economica, 2003
- Organisation et qualité des marchés financiers, B. Biais, D. Davydoff, & B. Jacquillat, Presses Universitaires de France, 1997

Corporate finance

Course instructor : *Catherine CASAMATTA*

Course outline:

This is an introductory course to corporate finance theory. It presents from the Modigliani and Miller (1958) irrelevance theorem the main theories explaining firms' capital structure: the trade-off theory, the agency theory, adverse selection and capital structure. The objective is to give students some insights on

the determinants of firms' financial choices (leverage, equity issues, debt maturity, bond or bank debt issues) and to understand market reactions to these choices. The course plan is as follows:

Introduction : a road map of firms' financial structure

- I. Modigliani-Miller irrelevance theorem
- II. Explaining leverage with the trade-off theory
 - a. Corporate taxes and capital structure
 - b. Investors' taxes and capital structure
 - c. Bankruptcy costsillustration n°1 : international comparison of capital structures
- III. Explaining the choice between debt and equity with agency problems
 - a. Debt overhang and underinvestment
 - b. Debt and asset substitutionillustration n°2 : risk-shifting in the Savings and Loans industry
 - c. Debt and cash-flow diversion or moral hazardIllustration n°3 : the structure of LBOs
 - d. Agency issues and the choice of debt characteristics
 - e. The role of collateral
 - f. Bank debt or trade credit
 - g. Bank debt or bond issues
- IV. Adverse selection and market reactions
 - a. Financial claim issues and market reactions
 - b. IPO and aggregation of informationIllustration n°4 : IPO procedures on Euronext

Prerequisite : an introductory class to game theory is a plus.

Bibliography :

Brealey-Myers-Allen, Principles of Corporate Finance, McGrawHill 9th edition :

part IV : chapters 14, 15, 16

Part V : chapters 18, 19

Partie VII : chapter 25

Grinblatt-Titman, Financial Markets and Corporate Strategy, McGrawHill 2nd edition :

Part I : chapters 1, 2, 3

Part IV : chapters 14, 16,

Part V : chapters 18, 19

Organizational theory and leadership

Course Convenor : Mme Nicola Mirc

Course outline

This course aims at helping students to obtain in-depth understandings of organizations through good comprehension of central theoretical perspectives and paradigms. It emphasizes both the macro characteristics of organizations such as their structures, technology and environment, and internal processes such as organizational culture, managerial decision-making, political games, and conflicts. By

means of lectures, reading assignments, class discussion, case studies and research projects, this course will help students in obtaining a broad and in-depth understanding of the dynamics of organizations.

The course is arranged in two parts: (1) Organizational Theory and (2) Organizational Behavior.

The first part's (OT) purpose is to address the issues of why organizations exist, how they are structured and how they develop. This session aims to heighten the students' awareness of the multiplicity of the theoretical approaches of organizations and their controversial and complementary aspects. As future professionals or managers, students should be able to "read" the situations that they are attempting to organize or manage. The second part (OB) focuses on individuals and groups organizational behavior. It is designed as an introduction to various organizational situations or problems that managers may face.

Intended learning outcomes

Upon completion of the course the student shall be able:

- To describe and apply organizational theories in order to describe and understand the diverse organizations they will face,
- To critically analyze organizational processes and to carry out improvements,
- To understand the impact of individuals, groups and structure on organizational efficiency.
- To deal with conflicts, job satisfaction, motivation...
- To understand that effective leadership is a foundation for organizations to achieve goals.
- To understand the concept of leadership, leadership styles, traits, and types, and the evolution of leadership behaviors.

Managerial skills outcomes

- Analytical capacity through academic articles analysis
- Train in conducting collective discussion and managing conflict through role play
- Oral presentation skills

Course topics

- Basics of organization theory
- Organizations and their environment
- Organizational structure
- Organizational culture
- Organizational change
- Decision-making
- Power and politics
- Motivation
- Leadership
- Emotions and moods at work
- Stress management
- Communications

There are 7 sessions of lectures associated with 6 sessions of tutorials in smaller groups. Every week students follow a lecture class where the main concepts are presented during 3 hours. During the lecture classes, students' participation is encouraged to facilitate a co-construction of the course. During the tutorials the students can "implement" the concepts seen in class by applying them to case studies. The students will form groups of 3 to 5 taking into account the diversity of the class (nationality, gender, skills). During the tutorial, the format of the exercise will change from one session to another. Consequently, at the end of the course, the student will have worked on:

- Case studies

- Role plays
- Academic articles

Case studies and role plays are designed for the student to understand and find solutions to organizational situations that they may face as future manager. Academic article discussions are used to familiarize the student with a literature that they may have to refer to as manager. In one of the tutorials, the students will be introduced to the methods to analyze an academic article.

Whatever the format (case study, role play academic article), in every document that they deliver or in every oral presentation they make, students are evaluated on their capacity to express themselves, support their opinions effectively and convince an audience.

Prerequisite: None

Bibliography:

- Hatch, MJ. and Cunliffe, A. (2006) Organization Theory: Modern, Symbolic, and Postmodern Perspectives, 2nd ed., Oxford University Publishing.
- Gareth J. (2009). Organizational Theory, Design and Change, 6th ed., Pearson Edition.
- Gareth M. (1989). Creative Organizational Theory, A resource book, Sage.
- Greenberg, J., and Baron, RA. (2007). Behavior in Organizations, 9th ed., Prentice Hall.
- Stephen, PR. and Timothy, A. (2009). Organizational behavior, 13th ed., Pearson.

Journals articles:

Tba

Evaluation:

- Final written exam (60 % of the final grade),
- Case studies, academic article questions, participation in class (40 % of the final grade).

International Management and Strategy

Course Convenor: Eric Jolivet, Maître de Conférences.

Course outline

This course in International Management & Strategy is an advanced course focused on international strategic options and international management issues. It explores trends in the global business environment, Multinational corporations (MNC) strategies and structures, and assesses implications for individual managers.

This course in International Management & Strategy is an advanced course focused on international strategic options and international management issues. It explores trends in the global business environment, Multinational corporations (MNC) strategies and structures, and assesses implications for individual managers.

MNC have become prominent actors in the world economy and world politics. The largest MNCs realize an ever-growing percentage of revenues outside their home markets. The rise of Emerging Markets such

as China and India have lead Western MNCs to access new markets or to offshore support activities outside their home regions. At the same time, new MNCs have originated from Emerging Markets, intensifying global competition and forcing Western MNCs to develop new solutions that deviate from those applied in established markets

Intended learning outcomes

After this course, students should be able to:

- Understand major issues faced by companies developing international strategies
- Evaluate and choose various modes of entry in foreign markets
- Analyse threats and opportunities related to this specific strategic option
- Optimize the design of organisational structures to make the most of international opportunities

Be aware of cross cultural issues in marketing and the management of human resources

Managerial skills outcomes

- Analytical capacity through case study exercises
- Train in conducting collective discussion and debating issues
- Oral presentation skills including answering questions and managing interruptions and time keeping

Develop presentation design and layout for optimum communication to an audience of 30

Course organisation

The course is divided in a lecture format session (24 hours) and tutorial classes in smaller groups (18 hours). During the former we will have a mixture of a lecture and plenary discussion including small cases. During the latter you will have the opportunity to work in groups on different assignments to deepen the knowledge of the lectures and to experience its practical relevance.

Course structure

Lectures

1 – Introduction to International Strategy

- What is globalisation?
- M. Porter's diamond model and the competitive advantage of nations
- What is an international strategy?

Reading: Peng 2008, Chapter 1

2 – From Opportunities to Structures

- Identifying international opportunities
- Modes of foreign direct investments (FDI)
- Selecting an international corporate-level strategy
- Analyzing benefits, costs and risks of a global strategy

Reading: Alexander/Korine 2008; Kale/Singh/Raman 2009

3 – The Impact of Globalization on the Organization of Activities

- From domestic markets to global structures
- The Multinational Corporation (MNC): definition, scope, and influence
- Organisational characteristics of the transnational

Readings: Rugman/Collinson 2009. Chapter 9

4 – Cross-cultural Management

- Culture and management
- Organizational culture, nationality
- Communications

Readings: D'Iribarne 1997

5 – Human Resource Management

- Expatriation, repatriation
- Mobility
- The management of diversity

Reading: Becht 2010

6 – Marketing and Ethics in International Management

- Glocalization, standardization vs. differentiation
- Market entry, market segmentation, brand strategy
- Bribery and corruption
- Bottom of the pyramid

Readings: Prahalad/Hart 2002

7 – Synthesis – Country case (e.g. Japan)

Tutorials

Session 1 – FDI, country risks and attractiveness

Session 2 – Entry strategies

Session 3 – Structure change

Session 4 – Ben & Jerry's Japan

Session 5 – The challenges of expatriation

Session 6 – Corporate Social Responsibility and Ethics

Evaluation

Final written exam, 3 hours (60%)

Tutorial assignments (30%)

Article questions, participation (10%)

Prerequisites

Corporate Strategy (A. Rouziers)

References

Alexander, M. and Korine, H. (2008), When You Shouldn't Go Global, *Harvard Business Review*, p.70-77

Bartlett, C.A., Ghoshal S. and Birkinshaw J. (2004), *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, 4th edition, Irwin-McGraw-Hill

Becht, B. (2010), Building a Company Without Borders, *Harvard Business Review*, p. 103-106

Deresky, H. (2008) *International Management – Managing Across Borders and Cultures*, 6th edition, Pearson International

Devinney, T.M. (2009) Is the Socially Responsible Corporation a Myth? The Good, the Bad, and the Ugly of Corporate Social Responsibility, *Academy of Management Perspectives*, p. 44-56

D'Iribarne, P. (1997), The Usefulness of an Ethnographic Approach to the International Comparison of Organizations, *International Studies of Management and Organization*, p.30-47

Johnson G., Scholes K. and Whittington R. (2007), *Exploring Corporate Strategy*, Pearson

Kale, P., Singh, H. and Raman, A. (2009) Don't Integrate Your Acquisitions, Partner with Them, *Harvard Business Review*, p.109-115

Peng, Mike W. (2008), *Global Business*, South-Western Cengage Learning

Prahalad, C.K. and Hart, S.L. (2002), The Fortune at the Bottom of the Pyramid, *Strategy & Business*

Rugman, A.M. and Collinson S. (2009), *International Business*, 5th Edition, Prentice Hall

Advanced Strategy

Course instructor: Nicola Mirc

Course objectives

The objective of this course is to develop strategic thinking by learning the concepts, models, and tools of strategic analysis and by applying them to actual competitive situations. This course analyzes the sources of competitive success among firms and develops knowledge and skills necessary to understand, evaluate, and develop strategies in your role as a manager, management consultant, or financial analyst.

This course is split between lecture and cases. I have tried to select cases that pertain to firms from a variety of countries and that have a global focus.

The material covered is an extension to that in Strategy I, with an emphasis on competitive strategy.

Prerequisite : Strategy I

Bibliography :

Economics of Strategy, 5th Edition International Student Version

[David Besanko](#) , [David Dranove](#) , [Scott Schaefer](#) , [Mark Shanley](#)

ISBN: 978-0-470-48483-8

Paperback

624 pages

November 2009

Cases will be available online.

Evaluation :

Final written exam, case studies and paper presentations

Marketing

Course instructor : **Lars Meyer-Waarden** Course Assistant: **Sylvie Borau**

Intended Learning Outcomes (ILO)

Acquire basic knowledge in marketing and give a practical guide for the development of efficient integrated marketing strategies.

The course is enriched by case studies resolved by students. The case exercises require the student to analyze the marketing objectives, to apply marketing concepts and tools. They will therefore be able to:

- Analyse and develop efficient marketing strategies
- Understand the changing nature of the trading environment
- Use a variety of quantitative marketing decision tools
- Identify information sources for marketing
- Develop suitable approaches for segmenting, targeting and entering markets & realise customer segmentations
- Develop tactical plans using the elements of the marketing mix.
- Construct a marketing plan

Course outline

1. A definition of marketing
2. Strategic Marketing

Strategic market analysis

Market demand and trend analysis

3. Consumer Behavior & Marketing Research
4. Segmentation, Targeting & Positioning
5. The marketing mix
 1. Product Policy
 1. Innovation and new product decisions
 2. Building successful brands
 2. Pricing Policy
 1. Pricing decisions
 2. Pricing strategies
 3. Advertising and Communication Policy
 1. Different mediums and supports of communication
 2. Budget determination
 4. Channel Policy
 1. Roles of channels
 2. Designing distribution channels
 3. Managing distribution channels
 4. Channel evolution

Teaching Methods and course format Theoretical knowledge illustrated by lots of examples.

Prerequisites

Basic business studies (finance, accounting, economics, HRM, etc...) This is an introductory course, therefore it is taught from the perspective that students are learning the material for the first time.

Evaluation

Case study report and oral presentation (40%)

Final written exam of 2 hours (60%)

Literature

Armstrong & Kotler (2011), Principles of Marketing

Kotler P. & Keller (2010), Marketing Management

Meyer-Waarden L. (2004),

Meyer-Waarden L. (2010),

Organisational theory and leadership

Course instructor : **Audrey ROUZIES**

Intended Learning Outcomes (ILO)

Upon completion of the course the student shall be able:

To describe and apply organizational theories in order to describe and understand the diverse organizations they will face,

To critically analyze the organizations of labor and to carry out improvements,

To understand the impact of individuals, groups and structure on organizational efficiency.

To deal with conflicts, job satisfaction, motivation...

To understand that effective leadership is a foundation for organizations to achieve goals.

To understand the concept of leadership, leadership styles, traits, and types, and the evolution of leadership behaviors.

Managerial skills outcomes

Analytical capacity through academic articles analysis

Train in conducting collective discussion and managing conflict through role play

Oral presentation skills including answering questions and managing interruptions and time keeping

Course outline

This course aims to prepare the students for understanding what are organizations, why they exist, how they are structured, and to focus on individuals and groups organizational behavior, in order to give students some guidelines for managing people in several organizational contexts.

The course is arranged in two main parts: Organizational Theory (1) and Organizational Behavior (2).

The first part's purpose is to address the issues of why organizations exist, how they are structured and how they develop. This session aims to heighten the students' awareness of the multiplicity of the theoretical approaches of organizations and their competitive but complementary aspects. As future professionals or managers, they should be able to "read" the situations that they are attempting to organize or manage. To be effective, they should be open-minded and able to adopt several points of view in order to catch all the aspects of the situation.

The second part focuses on individuals and groups organizational behavior. It is designed as an introduction to various organizational situations or problems that managers may face.

Course structure

The course is organized as presented below.

What is an organization? Different perspectives on organization theories. (Session 1)

The traditional conceptions of organizations (Session 1)

Scientific management (Session 2)

- The concept of bureaucracy
- Organizational culture

Power and politics in Organizations (Session 3)

Motivation (Session 4)

Leadership (Session 5)

Managing emotions and moods at work (Session 6)

Organizational Change and Stress Management (Session 7)

There are 7 sessions of lectures associated with 7 sessions of tutorials in smaller groups. Every week students follow a lecture class where the main concepts are presented during 3 hours. During the lecture classes, students' participation is encouraged to facilitate a co-construction of the course.

Then, the students can "implement" the concepts seen in class with case studies in tutorials sessions. The students will form groups of 3 to 5 taking into account the diversity of the class (nationality, gender, skills). During the tutorial, the format of the exercise will change from one session to another. Consequently at the end of the course, the student will have worked on:

Case studies

Role plays

Academic articles

Case studies and role plays are designed for the student to understand and find solutions to organizational situations that they may face as future manager. Academic articles are used to familiarize the student with a literature that they may have to refer to as manager.

Whatever the format (case study, role play academic article), in every document that they deliver or in every oral presentation they make, students are evaluated on their capacity to express themselves, support their opinions effectively and convince an audience.

Evaluation

Final written exam of 3 hours (70 % of the final grade),

Case studies, participation in class and academic article presentations (30 % of the final grade).

Note that the mark given will also take into account students' oral and written communication skills.

Bibliography

Handbooks

Stephen, P. Robbins and Timothy, A. (2009). Organizational behavior, 13th ed. Pearson International Edition.

Gareth Jones. (2009). Organizational Theory, Design and Change, 6th ed., Pearson Edition.

Gareth Morgan. (1989). Creative Organizational Theory, A resource book, Sage.

Greenberg, J., and Baron, R.A. (2003). Behavior in Organizations, NY: Prentice Hall.

Journals

Journal of Organizational Behavior
Journal of Management
Human Resource Management Journal
Human Relations

International management & strategy

Course instructor: **Kathrin SELE**

Intended Learning Outcomes (ILO)

After this course, students should be able to:

- Understand major issues faced by companies developing international strategies
- Evaluate and choose various modes of entry in foreign markets
- Analyse threats and opportunities related to this specific strategic option
- Optimize the design of organisational structures to make the most of international opportunities
- Be aware of cross cultural issues in marketing and the management of human resources

Managerial skills outcomes

- Analytical capacity through case study exercises
- Train in conducting collective discussion and debating issues
- Oral presentation skills including answering questions and managing interruptions and time keeping
- Develop presentation design and layout for optimum communication to an audience of 30

Course outline

This course in International Management & Strategy is an advanced course focused on international strategic options and international management issues. It explores trends in the global business environment, Multinational corporations (MNC) strategies and structures, and assesses implications for individual managers.

MNC have become prominent actors in the world economy and world politics. The largest MNCs realize an ever-growing percentage of revenues outside their home markets. The rise of Emerging Markets such as China and India have lead Western MNCs to access new markets or to offshore support activities outside their home regions. At the same time, new MNCs have originated from Emerging Markets, intensifying global competition and forcing Western MNCs to develop new solutions that deviate from those applied in established markets.

Course organisation

The course is divided in a lecture format session (24 hours) and tutorial classes in smaller groups (18 hours). During the former we will have a mixture of a lecture and plenary discussion including small cases. During the latter you will have the opportunity to work in groups on different assignments to deepen the knowledge of the lectures and to experience its practical relevance.

Visiting professor: To be announced

Course structure and readings

Lectures

1 – Introduction to International Strategy

- What is globalisation?
- M. Porter's diamond model and the competitive advantage of nations
- What is an international strategy?

Reading: Peng 2008, Chapter 1

2 – From Opportunities to Structures

- Identifying international opportunities
- Modes of foreign direct investments (FDI)
- Selecting an international corporate-level strategy
- Analyzing benefits, costs and risks of a global strategy

Reading: Alexander/Korine 2008; Kale/Singh/Raman 2009

3 – The Impact of Globalization on the Organization of Activities

- From domestic markets to global structures
- The Multinational Corporation (MNC): definition, scope, and influence
- Organisational characteristics of the transnational

Readings: Rugman/Collinson 2009. Chapter 9

4 – Cross-cultural Management

- Culture and management
- Organizational culture, nationality
- Communications

Readings: D'Iribarne 1997

5 – Human Resource Management

- Expatriation, repatriation
- Mobility
- The management of diversity

Reading: Becht 2010

6 – Marketing and Ethics in International Management

- Glocalization, standardization vs. differentiation
- Market entry, market segmentation, brand strategy
- Bribery and corruption
- Bottom of the pyramid

Readings: Prahalad/Hart 2002

7 – Synthesis – Country case (e.g. Japan)

Tutorials

Session 1 – FDI, country risks and attractiveness

Session 2 – Entry strategies

Session 3 – Structure change

Session 4 – Ben & Jerry's Japan
Session 5 – The challenges of expatriation
Session 6 – Corporate Social Responsibility and Ethics

Prerequisites

Corporate Strategy

Evaluation

Final written exam, 3 hours (60%)
Tutorial assignments (30%)
Article questions, participation (10%)

Note that the mark given will also take into account students' oral and written communication skills.

Bibliography

Alexander, M. and Korine, H. (2008), When You Shouldn't Go Global, *Harvard Business Review*, p.70-77
Bartlett, C.A., Ghoshal S. and Birkinshaw J. (2004), *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, 4th edition, Irwin-McGraw-Hill
Becht, B. (2010), Building a Company Without Borders, *Harvard Business Review*, p. 103-106
Deresky, H. (2008) *International Management – Managing Across Borders and Cultures*, 6th edition, Pearson International
Devinney, T.M. (2009) Is the Socially Responsible Corporation a Myth? The Good, the Bad, and the Ugly of Corporate Social Responsibility, *Academy of Management Perspectives*, p. 44-56
D'Iribarne, P. (1997), The Usefulness of an Ethnographic Approach to the International Comparison of Organizations, *International Studies of Management and Organization*, p.30-47
Johnson G., Scholes K. and Whittington R. (2007), *Exploring Corporate Strategy*, Pearson
Kale, P., Singh, H. and Raman, A. (2009) Don't Integrate Your Acquisitions, Partner with Them, *Harvard Business Review*, p.109-115
Peng, Mike W. (2008), *Global Business*, South-Western Cengage Learning
Prahalad, C.K. and Hart, S.L. (2002), The Fortune at the Bottom of the Pyramid, *Strategy & Business*
Rugman, A.M. and Collinson S. (2009), *International Business*, 5th Edition, Prentice Hall

International Company Law

Course instructors: **Alexandre Le Gars Marie Collard**

Intended Learning Outcomes (ILO)

After this course, students should be able to:

- To understand the stakes relating to the negotiation and the drafting of business international contracts.
- To analyze the principal clauses of an international distribution or sale contract.
- To analyze the principal shapes of companies with international vocation.

Managerial skills outcomes :

- To carry out a negotiation relative to an international business contract or international contract of distribution in collaboration with the collaborators, lawyers and partners of the company.
- To evaluate the contractual risk related to the fulfilment of a contract
- To analyze the structure of a group of international company.

Course outline

This course includes business contracts with regard to the international expansion of the company.

This course trains the students to the specific contractual technique of the international contracts.

The students are trained with the technique of negotiation and drafting of the international contracts. They also learn how to control the contractual risk at the stage of the execution of the contract in the possibility of a failure of one of the contracting.

The students are also trained with the contractual techniques specific to the principal international contracts (sales, performance of services and contracts of distribution).

Lastly, this course deals with the internal organization of the company in international context.

It is a question of determining: which is the best type of the company adapted to its international expansion?

This course contains practical exercises, in order to train the students to reason properly and methodically.

This course also contains oral presentations made by students on some relevant topics related to the lectures.

Course structure

I – introduction to international Contracting

II –Principles of Contract Drafting.

-Principles of international Contract law.

-Interpreting Contracts.

-Standard form Contracts. Selecting the right Form.

-Structure of Agreement.

II Common International Contract Clauses.

-Choice of Law Clause.

-Dispute Resolution Clauses.

-Arbitration and Mediation Clauses

-Force Majeure Clause

-Just in time Contracting

-Termination clause

-operative in Sales contracts

III-National Laws Affecting International Contracts.

-Negotiating an international Contract

-Pre-contractual Liability

-Common Law

-Civil Law

-Informal Writings

-Convergence and Divergence of National Laws

-National contract Codes and Restatements of Law

-Conflict of law Rules

IV International Sales Contract.

- Selecting a trade Term
- Model International Sales Contract
- The export-import Contract
- Menu of terms for an international Sales contract
- Unfair contract terms.
- Securing payment.
- Product Liability
- Limitation Period.

Prerequisites: none (the audience doesn't include law students)

Evaluation

Final written exam (70%) and tutorials (30%)

Note that the mark given will also take into account students' oral and written communication skills.