



Course Catalogue – Bachelor in International Management

Fall Semester

Programme Structure 2020-2021 – FALL SEMESTER

YEAR 1			
FALL		H	ECTS
Sales Techniques	MKT 330	36	5
Introduction to Accounting	ACC 300	36	5
Microeconomics	ECO 300	36	5
Principles of Management	MGT 330	36	5
French as a Foreign Language	LAN 311	36	5
YEAR 2			
International HR Management	MGT 410	36	5
Managerial Accounting	ACC 440	36	5
Principles of Marketing II	MKT 420	36	5
Business Ethics	ETH 400	36	5
Business Law	LAW 400	36	5
YEAR 3			
Business Policy	MGT 590	36	5
Business Game	MGT 570	36	5
International Finance	FIN 590	36	5
Financial Markets	FIN 580	36	5
Corporate Finance	FIN 520	36	5
Business to Business Marketing	MKT 580	36	5
Introduction to Entrepreneurship	MGT 585	36	5
Managing Cultural Differences	ECO 501	36	5
International Business	BUS 570	36	5
Sales and sales management	MKT 530	36	5
Consumer behaviour, advertising & marketing communication	MKT 520	36	5

Table des matières

FALL SEMESTER	4
MKT 330 SALES TECHNIQUES	4
ACC 300 INTRODUCTION TO ACCOUNTING	6
ECO 300 MICROECONOMICS	8
MGT 330 PRINCIPLES OF MANAGEMENT	10
French as a Foreign Language.....	12
ACC 440 MANAGERIAL ACCOUNTING.....	13
MKT 420 PRINCIPLES OF MARKETING II	15
ETH 400 BUSINESS ETHICS.....	17
LAW 400 BUSINESS LAW	19
MGT 590 BUSINESS POLICY.....	21
MGT 570 BUSINESS GAME	23
FIN 590 INTERNATIONAL FINANCE.....	25
FIN 580 FINANCIAL MARKETS	27
MKT 580 BTOB MARKETING	29
MGT 585 INTRODUCTION TO ENTREPRENEURSHIP	31
ECO 501 MANAGING CULTURAL DIFFERENCES	33
BUS 570 INTERNATIONAL BUSINESS.....	35
MKT 530 SALES AND SALES MANAGEMENT	37
MKT 520 CONSUMER BEHAVIOUR, ADVERTISING & MARKETING COMMUNICATION.....	39
MGT 410 INTERNATIONAL HR MANAGEMENT	41

FALL SEMESTER

BMI YEAR 1	MKT 330 SALES TECHNIQUES	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

The objective of the course is to offer students different techniques of how to sell themselves, products and services. Students will understand the importance of building relationships and applying management decisions.

II. Learning Outcomes

The techniques used are applicable for the students to build their confidence in presenting and how to interact with other people from different cultures. It is the best way to build teams and working together. The objective is to sell but also build trust with clients and partners.

III. Course outline

N°	Subject	Hours
1	What is selling ?	3
2	How to make a sales pitch	3
3	What are the ethical and legal issues of selling?	3
4	Buying Behavior and Buying Process	3
5	Using Communication Principles to build Relationships	3
6	How to build Partnerships	3
7	Adaptive Selling for Relationship Building	3
8	Responding to Objections	3
9	Obtaining commitment	3
10	Building Partnering Relationships	3
11	Managing Long Term Relationships	3
12	Managing your Career	3

IV. Required textbook and other course material

Students are not required to purchase any textbooks.

Several articles from The Wall Street Journal, Forbes, Financial Times, Fast Company, The New York Times, and other selling articles which will be presented in class.

V. Assessment

	Weight
Participation	20%
Midterm – (Presentations)	20%
Assignment	10%
Final Exam	50%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	
LG3: Work in an international context			

BMI YEAR 1	ACC 300 INTRODUCTION TO ACCOUNTING	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

The course introduces double-entry accounting in a very practical way. It is designed to help students understand the language and systems of the business world, and to demystify some of the complexities commonly associated with accounting.

II. Learning Outcomes

Students completing this course will be able to know:

- The significance of “debit” and “credit” entries, along with the importance of balancing the two;
- How to prepare and maintain journal and general ledger entries;
- How to prepare and interpret a trial balance;
- How to understand accounting differences between service, merchandise and manufacturing businesses;
- Basic calculation of inventory including use of perpetual inventory;
- Basic concepts of internal control;
- The distinction between short- and long-term assets;
- How to define and prepare financial statements.

III. Course outline

N°	Subject	Hours
1	Getting balanced: Luca Pacioli’s 15th century language breakthrough! The accounting equation. Assets. Liabilities. Equity. Income. Expense. The three financial statements. Music Depot Case Study I. <i>Reeve et al.</i> chapter 1.	3
2	The Recording Process I The account, debits and credits, the journal and ledger, journalizing and posting. Music Depot Case Study II. <i>Reeve et al.</i> chapter 2.	3
3	The Recording Process II The T account, debits and credits; balances and the usefulness of a “trial” balance. Music Depot Case Study III. <i>Reeve et al.</i> chapter 2.	3
4	Making Adjustments I- Paying for things on credit Matching concept. The idea of profit; different definitions of profit. Types of adjusting entries: accrued revenues and accrued expenses. The income statement before and after adjustment. The problem of customers who do not pay. <i>Reeve et al.</i> chapter 3 and pp363-375.	3
5	Making Adjustments II- Paying for things in advance Matching concept. The idea of the balance sheet as containing the other side of adjustments; types of adjusting entries, especially accruals, prepayments and depreciation. Current assets and current liabilities. Music Depot Case Study IV. <i>Reeve et al.</i> chapter 3.	3
6	Preparing financial statements The idea of the statement of retained earnings as the link between income statement and balance sheet. Completing the accounting cycle; closing entries; temporary and permanent T accounts; post-closing trial balance, preparation of income statement, classified balance sheet and statement of retained earnings. Music Depot Case Study V. <i>Reeve et al.</i> chapter 4.	3
7	MID-TERM EXAMINATION	3

8	Internal Control I- Merchandising Activities The five accounting concepts as independence and ethics have become more important for external users. Development of internal control. The idea of gross profit, cost of sales and inventory. <i>Reeve et al.</i> chapter 5.	3
9	Internal Control II- Manufacturing Activities An introduction to periodic and perpetual inventory. Product and period costs. Raw materials, work in process and finished goods. <i>Reeve et al.</i> Chapter 6 and 16.	3
10	Internal Control III- Corporate Social Responsibility: Keeping control Bank statements and bank reconciliations and how they contribute to internal control. Petty cash, reporting of cash. <i>Reeve et al.</i> chapter 7.	3
11	Long term assets Accounting for fixed assets and depreciation. Additions and disposals. <i>Reeve et al.</i> chapter 9.	3
12	Staying balanced! Exam preparation Review of the course.	3

IV. Required textbook and other course material

Students must acquire the following textbook:

Reeve, Warren, Duchac *Principles of Financial and Managerial Accounting* (South Western- Cengage Learning, International Edition, 2012).

The electronic version is recommended.

Teaching materials are based on powerpoint presentations and handouts of interactive quizzes to be performed in class. Students need to be arithmetic and need to acquire the following calculator: Casio fx-92 College 2D+
Mobile phones are not to be used in class.

V. Assessment

	Weight
Participation	20%
Midterm	20%
In class case studies	20%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	✓
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context			

BMI YEAR 1	ECO 300 MICROECONOMICS	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

A first course in economics covering the area of microeconomics, and divided into theory and applied topics. Introducing the key concepts of microeconomic theory and enabling students to use them to understand business policy questions. Providing the students with information about the recent economic trends that impact on business strategic issues.

II. Learning Outcomes

The course develops a conceptual framework that will enable the students to:

- Understand the key factors of microeconomic issues.
- Apply economic reasoning to business decision problems.
- Use economic analysis to explain and interpret observed economic trends.
- Question the reasons behind the growth in world trade and whether markets are truly efficient.

III. Course outline

N°	Subject	Hours
1	Market Efficiency I- Studying choice in the context of scarcity	3
2	Market Efficiency II- Specialization and Comparative Advantage: basis of economic growth	3
3	Market Efficiency III- Explaining the supply curve .	3
4	Market Efficiency IV- Explaining the demand curve .	3
5	Market Efficiency V - Supply and demand In class Assignment	3
6	Mid term exam	3
7	Market Efficiency VI- Elasticity	3
8	Market Efficiency VII- Labour and other factors of production	3
9	What happens when markets are not efficient I	3
10	What happens when markets are not efficient II	3
11	What happens when markets are not efficient III	3
12	Revision	3

IV. Required textbook and other course material

Students must acquire the following textbook: **Mankiw N. G. and Taylor M. P., Economics, Thomson Learning, (Third Edition 2014)**. The electronic version is recommended.

Teaching materials are based on Powerpoint presentations and handouts of interactives quizzes to be performed in class. This course does not require knowledge of mathematics, but students need basic arithmetic. They will need to acquire the following calculator: **Casio fx-92, Collège 2D+**. Mobile phones **must not be used** in class.

V. Assessment

	Weight
Participation	20%
Midterm	20%
In class case study	20%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context			

BMI YEAR 1	MGT 330 PRINCIPLES OF MANAGEMENT	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This course aims at helping students to understand the basics of management and how and why corporations have to take into account the economic, political, legal, cultural and financial view of a business. The course will connect marketing, finance and human resources issues.

II. Learning Outcomes

Students completing this module will be able to:

- Conduct a full analysis of a business and a company related to its stakeholders.
- Understand and use basic concepts that are applied in the real world.

III. Course outline

N°	Subject	Hours
1	Introduction to Management	3
2	Managing in a Global Environment	3
3	Managing Social Responsibility and Ethics	3
4	Managing Change and Innovation	3
5	MIDTERM/ Introduction to Organizational Behavior	3
6	Managers as Decision Makers	3
7	Basic Organizational Design	3
8	Managing Teams	3
9	Understanding Individual behavior	3
10	Motivating employees	3

IV. Required textbook and other course material

Students are not required to purchase any textbooks.

MANAGEMENT, Stephen P. Robbins & Mary Coulter, Publisher: Pearson, 12th edition will be emailed to the students on the first day of class. E-Books of management will be used, as well as business cases and articles from The New York Times, Harvard Business Review, and The Wall Street Journal.

V. Assessment

	Weight
Participation	10%
Midterm	25%
Presentation	15%
Final Exam	50%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	
LG3: Work in an international context			

BMI YEAR 1	French as a Foreign Language	FALL SEMESTER	5 ECTS
		Class contact hours: 36 (12x3 hours)	

I. Course description

This language course will take place over the semester and allow students to discover or improve their French. A language test will take place at the start of the semester in order to know what level they must begin in.

II. Learning Outcomes

Students following this course will progress in the 4 following competences:

- Reading comprehension
- Writing
- Listening comprehension
- Speaking

III. Contribution to the programme learning goals

LG 1: Master key management competencies		LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration		LG 5: Demonstrate critical thinking	
LG3: Work in an international context	✓		

BMI YEAR 2	ACC 440 MANAGERIAL ACCOUNTING	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This fundamental course will provide the students with **the key concepts and tools used in Management Accounting & Management Control (MA & MC)**, while always relating to their behavioral aspects: from cost management accounting to responsibility accounting and to decentralized performance management.

Pre-requisites: ACC 300 & MGT 330

II. Learning Outcomes

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

- Define and understand: what Management Control is; the Management Control process and its three phases; the main organizational control modes; Management Control role in strategy implementation
- Clearly understand the difference of purpose between financial accounting and management accounting.
- Understand and be able to use the different distinctions used in resources consumptions (costs) analysis: full/partial, fixed/variable, direct/indirect, sunk, opportunity, real/standard.
- Make a diagnosis using the previously mentioned techniques; make decisions and offer valuable recommendations based on the analysis of costs and margins.
- Understand and define responsibility accounting, responsibility centres, and how they relate to organizational structure during performance evaluation.
- Know and understand the functioning, stakes and limits of the budgetary process and be able to build the different types of budgets (both operating and financial budgets), including the production of projected financial statements
- Be able to compute and analyse budgetary profit margins and variances using the VMRP explanatory model and produce relevant commentary and realistic action plans.
- Be able to suggest improvements in an existing control system

III. Course outline

N°	Subject	Hours
1	Course Introduction. Fundamental aspects of Management Control. Management Accounting principles: costs and management, cost typologies and behaviours, total/unit cost.	3
2	Partial costing: contribution and break-even point.	3
3	The Cost-Volume-Profit (CVP) Model and its limits.	3
4	Partial costing: direct costing and profitability. From partial to full costs: the issue of homogeneity.	3
5	Full costing and the profitability of cost objects: simple allocation and organisational cost centres.	3
6	Full costing and the profitability of cost objects: the organisational cost centres.	3
7	Midterm exam (1.5h). Full costing and the profitability of cost objects: the ABC method.	3
8	Full costing with 3 methods: dealing with heterogeneous cost pools.	3

9	Budget elaboration 1/2.	3
10	Budget elaboration 2/2.	3
11	Calculation, analysis and explanation of variances: the VMRP Model 1/2.	3
12	Calculation, analysis and explanation of variances: the VMRP Model 2/2. Synthesis of the course.	3

IV. Required textbook and other course material

Students are required to purchase the following textbooks:

- SEAL, GARRISON, NOREEN (2011), *Management Accounting*, McGraw-Hill, 4th ed.
- GIRAUD F. ET AL. (2005), *Management control and performance processes*, Gualino
- LÖNING H., (ED.), (2016), *Performance Management and Control*, Dunod

V. Assessment

	Weight
Participation	10 %
Midterm exam (1.5h)	30 %
Final exam (4h)	60 %
Total	100 %

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context			

BMI YEAR 2	MKT 420 PRINCIPLES OF MARKETING II	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This course has a particular focus on decisions the marketer faces regarding the 4Ps. Application of the concepts and theory occurs via a series of case studies, pricing simulation, and practical assignments.

Pre-requisites: MKT 320

II. Learning Outcomes

Students successfully completing this course should know, and be able to explain using examples:

- Understand the role of marketing mix variables and how they are used to develop product and service strategies that successfully create, package, promote, distribute and price products.
- Understand how products are developed and managed throughout the product lifecycle.
- Understand the mechanics of distribution and retailing strategies.
- Understand how and when to use different promotional tools.
- Practice pricing strategies and analyze results.

III. Course outline

N°	Subject	Hours
1	Introduction – Group work	3
2	Product & Service Strategies	3
3	Developing and Managing Brand & Product Categories	3
4	Marketing Channels & Supply Chain Management	3
5	Retailers, Wholesalers, Direct Marketers	3
6	Midterm Exam	3
7	IMC, Advertising & Public Relations	3
8	Personal Selling & Sales Promotion	3
9	Pricing Concepts	3
10	Pricing Concepts Simulation - Marketing Ex. 10, Simulation	3
11	Simulation - Marketing Ex. 10, Simulation	3
12	Course Review - Review Ch. 12-19 Case discussion & Mktg. Ex. Prepare for Final Exam	3

IV. Required textbook and other course material

Students are encouraged to go beyond the assigned readings as they will then be more likely to obtain a broad knowledge of marketing principles. Students are encouraged to read online the business and marketing pages in publications such as The Global New York Times, WSJ, Business Week, etc. This will be beneficial for exams and homework.

Contemporary Marketing, 17th Edition, Louis E. Boone, David L. Kurtz, ISBN- 13: 9781305075368

a. eBook - Available online from the Cengage Online Bookstore.

b. MindTap learning tools are an optional purchase with eBook

Harvard Coursepack – case studies and articles are in the Harvard Coursepack. Students are expected to have digital copies of these materials by the end of the first week of classes..

Access to Box – note Instructor does not use Dropbox for cloud storage, but Box.com. The instructor may assign and provide additional required readings that will either be posted on Box or emailed to students.

V. Assessment

	Weight
Participation and quizzes	10%
Midterm	20%
Marketing Exercises homework	10%
Case Studies and simulation	20%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	✓
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context	✓		

BMI YEAR 2	ETH 400 BUSINESS ETHICS	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This course will provide a fundamental pragmatic approach to business ethics. It will emphasize basic guidelines leading up to making decisions on ethical issues in the corporate environment.

The course will offer opportunities to apply these skills and knowledge and prepare the foundations for future decision making in ethically challenging situations.

II. Learning Outcomes

At the end of the course, students will be able to:

- Identify, describe and discuss a variety of ethical dilemmas and challenges in a range of different situations and business activities, involving a variety of stakeholders.
- Understand and apply a range of moral/ethical philosophies to specific ethical dilemmas, with an awareness of the strengths and weaknesses of each ethical premise in perceiving problems and recommending solutions.
- Place the general principles of ethics and ethical reasoning within the context of a business organization. Understand the conflicting interests of individuals within the organization.
- Describe and explain the opinion, solutions and recommendations the student will make from various case studies and more general social issues. Emphasis will be on decision-making and therefore the process of constructing a clear, logical argument for one course of action or another.
- Understand and apply the connection between the theories and practice of applying actionable, enforceable codes of ethics in business, including the tools and contexts for ensuring compliance and discipline.

III. Course outline

N°	Subject	Hours
1	The Importance of Business Ethics	3
2	Stakeholder Relationships and Social Responsibility	3
3	Emerging Business Ethics Issues	3
4	The Institutionalization of Business Ethics	3
5	Ethical Decision Making	3
6	Individual Factors : Moral Philosophies and Values	3
7	Organizational Factors	3
8	Developing an Effective Ethics Program	3

9	Implementing and Auditing Ethics Programs	3
10	Business Ethics in a Global Economy	3
11	Ethical Leadership	3
12	Sustainability and Ethics	3

IV. Required textbook and other course material

Students are required to purchase the following textbook:

Business Ethics (Ethical Decision Making and Cases) by Ferrell, Fraedrich, Ferrell 10th or 11th Edition
Published by Cengage Learning

Other materials used in class include:

Articles taken from various sources on current affairs and ethical issues.

Business Ethics and Corporate Social Responsibility by Paul Griseri and Nina Seppala

Applied Business Ethics by Dean A. Bredeson

Why Good People Sometimes Do Bad Things by Muel Kaptein

V. Assessment

	Weight
Participation	10%
Midterm	30%
Assignment	20%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	
LG3: Work in an international context			

BMI YEAR 2	LAW 400 BUSINESS LAW	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

International Business Law is designed to be a general course covering the law of the international trade and investment from a managerial perspective. The general objective is to enable the students to analyse and understand the corporate and business strategy within a global context through an approach of business law in trade negotiations, locating the suitable type of corporate structure and the knowledge of private international organizations.

II. Learning Outcomes

Students completing this module should be able to:

- Know the different international institutions and legal systems
- Analyze the different trade procedure and risks
- Examine the basics of buying and selling goods in foreign countries
- Select best commercial and legal vehicle to penetrate foreign markets
- Identify recourse available in case of legal conflicts

III. Course outline

N°	Subject	Hours
1	Introduction to International Business Law (Public and Private business laws), main business organizations (WTO, NAFTA, ASEAN...), customary and national sources, trade practices...	3
2	Introduction to European and American Business Laws: Definition of European Law (Rome Treaty, Maastricht...), definition of Common Law and business organizations in UK and presentation of the US specific legal system (Federal and State laws...) ➤ Short Quiz + Assignment on main legal aspects of international markets	3
3	The various types of business organizations and entities in the E.U.: sole trade activities partnership, joint venture, ltd company...	3
4	The specificities of English Company Law and American Corporation Law (major forms of businesses and corporations: sole trade, partnership, public and private companies...) ➤ Short Quiz + Assignment on main aspects of EU and Anglo-Saxon aspects	3
5	Competition policies (development of mergers, State aids, dominant positions....)	3
6	Customs and trade barriers systems: quota policies, import and export taxes, free trade agreements... ➤ Short essay on parallel between competition and Customs policies	3
7	The international contract: 1- Main notions and different forms of contracts	3
8	The international contract: 2- Analysis of the main clauses of the contract ➤ Short Quiz + Assignment on forms of contracts and specific clauses	3

9	The international contract: 3- The effects of the contract : conveyance of property and risks, transport and insurance documents ➤ Mid-term test	3
10	The specificity of the electronic contract and the development of e-commerce rules	3
11	Conflicting laws: Choice of the appropriate jurisdiction Arbitration systems ➤ Short Quiz + Assignment on drafting and presentation of an international contract	3
12	Summary of International Business Law and global trade notions	3

IV. Required textbook and other course material

International Business Law – Ed. Pearson (indicative only – to be confirmed by instructor)

V. Assessment

	Weight
Participation	10%
Midterm	25%
Assignment	15%
Final Exam	50 %
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	
LG3: Work in an international context	✓		

BMI YEAR 3	MGT 590 BUSINESS POLICY	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This course introduces students to fundamental concepts and tools of strategic management, preparing them to be able to diagnose a company and evaluate its strategy and prepare them to manage companies strategically or to contribute to company's strategy preparations and monitoring. It aims to review basic and alternative strategy policies and illustrates concepts and tools for identifying strategic problems.

II. Learning Outcomes

Students completing this module will be able to:

- Understand the basics of the strategic policy making process and its importance for long term performance and growth
- Identify tools to monitor the execution of strategy (the extent strategic goals are being achieved) and the degree competitive advantage is being created and sustained.
- Conduct an external and internal analysis, applying SWOT and PEST(EL) analysis
- Evaluate and judge a company's competitive position and market attractiveness.
- Use common tools of strategic analysis: 5 forces, strategic group maps, etc
- Compare and contrast key strategic alternatives: e.g. cost leadership and differentiation; expansion within a business and diversification into a new business; vertical integration and outsourcing; global and multi-domestic strategies.
- Understand components like governance, ethics, organizational structure, control systems and culture

III. Course outline

N°	Subject	Hours
1	What is Strategy, and why is it important? Reading: Gamble, Chapter 1 Suggested Reading : "What is Strategy" (Porter) ➤ Case: Kellogs *	3
2	The Strategy-making process: vision and mission Reading: Gamble, Chapter 2 (p14-22) Additional readings: "Effective vision statements" (Cooper) ➤ Case : Kellogs *	3
3	A Company's Strategy Options : The Generic Competitive Strategies Reading: Gamble, Chapter 5 ➤ Mini-Case : Starbucks global expansion *	3
4	Evaluating a Company's External Environment: 5 Competitive Forces Reading: Gamble, Chapter 3 (p39-p58) Suggested Reading : "The Five Competitive Forces That Shape Strategy" (Porter) ➤ Case: Parcelforce *	3
5	Evaluating a Company's External Environment: Industry's Driving Forces Reading: Gamble, Chapter 3 (p58-end) Suggested reading : "Blue Ocean Strategy" (Kim & Mauborgne) ➤ Case : Firstgroup – PESTEL analysis *	3

6	Internal Company Analysis : Measuring Strengths and Weaknesses against those of Rivals, SWOT Reading: Gamble, Chapter 4. Case: Parcelforce * ➤ Mid-Term Test	3
7	Entering International Markets Reading: Gamble, Chapter 7 ➤ Case: Davis – international growth *	3
8	Strategies for multi-business corporations: Diversification Reading: Gamble, Chapter 8 ➤ Case: Experian *	3
9	Other important Business Strategic choices: Mergers, acquisitions, integration Reading: Gamble, Chapter 6 ➤ Case: Daimler – Chrysler – Best-Laid plans *	3
10	Strategy Making process : Implementing Strategy Reading: Gamble, Chapter 2 (p22-end) Suggested Reading : Using the Balanced Scorecard as a Strategic Management System (Kaplan and Norton) ➤ Case: Reed Elsevier *	3
11	Executing Strategy : Managing Internal Operations; Governance Reading: Gamble, Chapter 10 Suggested Reading : The Secrets to Successful Strategy Execution (G.L. Neilson e.o., HBR 2008) ➤ Case : Shell stakeholders *	3
12	Strategy and Corporate Responsibility Readings: Gamble, Chapter 9 Case : Corus sustainability * ➤ Case : Anglo-American business ethics *	3

IV. Required textbook and other course material

Students must acquire the following e-book:

John E. Gamble, Arthur A. Thompson, Jr.
Essentials of Strategic Management: The Quest for Competitive Advantage

V. Assessment

	Weight
Participation	10 %
Presentations in class	15 %
Homework	15 %
Mid Term Exam	20 %
Final Exam	40 %
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	✓
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context	✓		

BMI YEAR 3	MGT 570 BUSINESS GAME	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

Business Game is a practical, integrative business course that requires teams of students to operate a simulated start-up business. Acting as senior management, students set the direction for the company to build up the business by making decisions related to its strategy, finance, market, operations, staffing and innovation. It aims to foster interdisciplinary decision-making.

II. Learning Outcomes

Students will learn on how to build a business and understand how one decision effects the operation of the business. It is based on how to prioritize business decisions and work under pressure.

III. Course outline

N°	Subject	Hours
1	Introduction to Business Simulation	3
2	Aims, structure and function of a business	3
3	Effective Team Building	3
4	Business Game – International Phone Business Case	3
5	Business Game – Business Case	3
6	Business Game – Business Case	3
7	Sales and Marketing Strategy	3
8	Finance Options	3
9	Business Performance Measurements	3
10	Business Game – Disruptive Innovation	3
11	Leadership and Innovation	3
12	Lessons Learned	3

IV. Required textbook and other course material

Students are required to read the following papers:

The New York Times, Wall Street Journal, Financial Times, Forbes, Harvard Business Review.

V. Assessment

	Weight
Participation	20%
Midterm – Team presentation	20%
Assignment	10%
Final Exam	50%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	
LG3: Work in an international context			

BMI YEAR 3	FIN 590 INTERNATIONAL FINANCE	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This course aims to show the student the tasks and functions of a finance manager in a multinational enterprise (MNE) or corporation (MNC).

There will also be a focus on management's responsibility for financial risk assessment and practical hedging techniques.

Three blocks will be studied during this course:

- International finance environment
- Coping with floating exchange rates
- Opportunity and Risk in international finance

Pre-requisite: FIN440 & FIN520

II. Learning Outcomes

Students completing this module will be able to:

- Consider the general economic context and evolution of international finance
- Consider the theoretical aspects of finance, specifically the drivers of floating exchange rates
- Recognise foreign exchange transaction risk, and be able to use hedging techniques to cover risk
- Understand how theoretical aspects of international financial relate to practical applications of financial management in the second half of the course
- Recognize the volatility of international markets and the significance of issues facing the Eurozone
- Understand the tasks and functions of a finance manager in an international organization

III. Course outline

N°	Subject	Hours
1	International Financial Environment I- International Monetary System A wide range of influences on international finance. Brief history of how international trade is paid for. <i>Eiteman et al.</i> Chapter 3.	3
2	International Financial Environment II- Policy Makers How policy makers can impact the balance of payments. Trade Policy and the Trade Deficit debate. The Euro as a policy issue. <i>Eiteman et al.</i> Chapters 4-5.	3
3	International Financial Environment III- Importance of international markets Spot markets, forward markets, forward premia, locational and triangular arbitrage. <i>Eiteman et al.</i> Chapters 6.	3
4	Coping with floating exchange rates I: forecasting exchange rates with three theories of International Finance Covered interest arbitrage; interest rate parity (IRP). Link between real interest rates to real exchange rates. Purchasing power parity (PPP); International Fisher Effect (IFE). The importance of exchange rates to earnings. <i>Eiteman et al.</i> Chapter 7.	3
5	Coping with floating exchange rates II: Derivatives Futures, forwards and options. Hedging and speculating. <i>Eiteman et al.</i> Chapter 8.	3
6	Mid term exam 90 minutes, followed by review	3

7	Coping with floating exchange rates III: Managing Transaction Risk Hedging with forwards, money market, options. Is hedging worthwhile? <i>Eiteman et al.</i> Chapter 10.	3
8	Plus review of mid term	3
9	Coping with floating exchange rates V: Managing Economic Exposure Foreign Direct Investment (FDI): Reasons for investing overseas including management of economic risk. <i>Eiteman et al.</i> Chapter 12.	3
10	Foreign Direct Investment Net present value (NPV) and methods of calculation where different currencies are involved. <i>Eiteman et al.</i> Ch. 17-18.	3
11	Long-term Financing considerations Exchange and interest rate risk. <i>Eiteman et al.</i> Chapter 14.	3
12	Staying balanced! Exam preparation Review of the course.	3

IV. Required textbook and other course material

Students must acquire the following textbook:

Eiteman/Stonehill/Moffett, *Multinational Business Finance* (Pearson 13th Edition 2013)

The electronic version is recommended.

Students will need to acquire the following calculator and bring it to class: Casio fx-92, Collège 2D+. Mobile phones **must not be used** in class.

V. Assessment

	Weight
Participation	20%
Midterm	20%
In class case study	20%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	✓
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	
LG 3: Work in an international context	✓		

BMI YEAR 3	FIN 580 FINANCIAL MARKETS	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

The main object of this course is to introduce the students to basic concepts related to the financial market. Given the spectacular boom of the financial markets worldwide, this course tends to give a global snapshot of ongoing development of financial markets. The 2000s have been witness of overwhelming changes in term of financial market regulations. This later has been intensified following the financial meltdown as well as the financial crisis of 2008. This is why an important part of the course deals with the financial regulations and their impact on the dynamics of transactions.

II. Learning Outcomes

The objectives of the course are to teach to the students how use different financial products in order to fulfill financial demands of the company. They learn also what are the new regulations related to trading in the international financial markets. Focused on recent debates, the course will develop critical thinking as well as internationalization ability and risk management skills of students.

III. Course outline

N°	Subject	Hours
1	What is a market?	3
2	The NYSE Euronext overview	3
3 & 4	Current topics: MiFI Directives, High Frequency Trading	6
5 & 6	Determination of Interest Rates	6
7 & 8	Money Markets / Derivatives Markets	6
9	Bond Markets / Mortgage Markets	3
10	Stock Markets / FX markets	3

IV. Required textbook and other course material

Students are not required to acquire any textbooks as hand-outs are distributed in class, however they are encouraged to study the following book:

Financial Markets and Institutions, A modern perspective, Anthony Saunders, Marcia Cornett, Fourth ed.

V. Assessment

	Weight
Participation	10%
Midterm	25%
Assignment	25%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	✓
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context	✓		

BMI YEAR 3	MKT 580 BTOB MARKETING	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

The course covers the principles mechanics of business-to-business marketing strategies and marketing tools or 4Ps, within the context of business or industrial marketing. In addition, concepts of value, B2B buying centers, partner networks, new technology adoption, and matching customer types to the stages of the product lifecycle are taught. The course examines different types of innovation as well as entrepreneurial marketing.

The course builds on basic principles of marketing and management, distinguishing between consumer markets and business markets. The study of new technology adoption causes students to think about how customers identify needs and decide to adopt something new.

II. Learning Outcomes

Students should be able to explain and apply the key elements and drivers of business-to-business marketing practice, and apply theory to make decisions in simulated environments and understand their outcome.

III. Course outline

N°	Subject	Hours
1	Course overview; Introduction to Business-to-Business (B2B) Marketing	3
2	B2B Environment	3
3	Buying, Buyer Behavior	3
4	Strategy, Research, Competitive Analysis	3
5	Segmentation, Targeting, Positioning	3
6	Midterm Evaluation	3
7	Developing the Product, Service, Offering Value	3
8	Pricing	3
9	Selling, Branding	3
10	Channel Relationships, Supply Chain	3
11	Communication, Ethics	3
12	Learning Review	3

IV. Required textbook and other course material

Students are required to purchase the following textbooks:

Business to Business and Marketing: Analysis and Practice, International Edition, 2011, Robert P. Vitale, Waldemar Pfoertsch, Joseph Giglierano, ISBN-13: 978 0 13 605828 1

Coursepacks from Harvard Business Press: Articles and case studies are in one coursepack. Simulations are in a separate coursepack.

V. Assessment

	Weight
Participation	10%
Midterm	15%
Marketing Exercises	15%
Case studies	10%
Simulations	10%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	✓
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context	✓		

BMI YEAR 3	MGT 585 INTRODUCTION TO ENTREPRENEURSHIP	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This course will provide exploration into to the important role of entrepreneurs and entrepreneurship in the 21st century global economy. Understanding what is necessary to be a successful entrepreneur, the steps for creating and starting a venture and the challenge associated with the venture start-up will be investigated through projects; reading, research tasks, class discussions and case analyses.

II. Learning Outcomes

Students completing this module will be able to:

- Understand what it takes to be a successful entrepreneur.
- Identify new business opportunities that exist in the marketplace.
- Evaluate the feasibility of pursuing an opportunity.
- Write a comprehensive business plan.

III. Course outline

N°	Subject	Hours
1	Introductions, Team formation, Brainstorming, Entrepreneurship and the Entrepreneurial Mind-Set, Entrepreneurial Intentions & Characteristics	3
2	Inside the Entrepreneurial Mind: From Ideas to Reality	3
3	Designing a Competitive Business Model and Building a Solid Strategic Plan	3
4	Presentation of Opportunity Assessment	3
5	Conducting a Feasibility Analysis and Creating a Winning Business Plan Research Task #1 Due	3
6	Film: Startup.com and class discussion	3
7	Building a Powerful Guerrilla Marketing Plan	3
8	E-Commerce and the Entrepreneur	3
9	Pricing Strategies Selling Your Idea – the Elevator Speech Research Task #2 Due	3
10	Managing Cash Flow Creating a Successful Financial Plan	3
11	Sources of Financing Choosing the Right Location and Layout	3
12	Global Aspects of Entrepreneurship Building a New Venture Team & Planning for the Next Generation	3

IV. Required textbook and other course material

Students are not required to purchase any textbooks.

V. Assessment

	Weight
Participation	10%
Research Task #1	20%
Research Task #2	20%
Final Business Plan	50%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies		LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration		LG 5: Demonstrate critical thinking	
LG3: Work in an international context			

BMI YEAR 3	ECO 501 MANAGING CULTURAL DIFFERENCES	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This course will teach students to be culturally sensitive managers, use strategies to deal with cultural differences, understand what makes other people tick, learn to work and communicate across cultures.

II. Learning Outcomes

Students completing this module will be able to:

- Get to grips with cultural diversity and cultural conditioning.
- Manage across cultures with relation to time, leadership, team building, communication, meetings, manners etc.
- Get to know each other, with particular emphasis on a number of the most influential cultures.
- Deal with culture shock and the communication gap.

III. Course outline

N°	Subject	Hours
1	Languages and characteristics. Appearance and reality. Language straitjacket. Thought. Humour. Around the world quiz.	3
2	Cultural conditioning. Culture shock. National characteristics.	3
3	Categorizing cultures. Linear-active, multi-active and reactive. Data-oriented, dialogue-oriented and listening cultures. Humour across frontiers.	3
4	The use of time. Linear, multi-active and cyclic time. Back to the future. Proverbs.	3
5	Communication. Language, communication patterns, listening habits, advertising.	3
6	Manners and mannerisms. Codes, sincerity, learning the ropes, manners in society, taboos. Values.	3
7	Status, leadership and organization. Cultural roots of organization. Individual and collective leadership. Diversity. Power distance.	3
8	Horizons and team-building. Influences of education, language and culture. Building on strengths. American values.	3
9	Motivating and building trust. High-trust and low-trust societies. Aspirations. Do's and Taboos.	3
10	Meetings. Negotiation, established principles, cross-cultural bias, national character, social setting, ethics. Red flags.	3
11	Getting to know each other. Various countries. Returning home. Critical incidents.	3
12	More on getting to know. More countries. Culture clashes. Xenophobes.	3

IV. Required textbook and other course material

Students must purchase the following textbook:

When Cultures Collide (Leading Across Cultures) by Richard D. Lewis 3rd edition (Obligatory to have this textbook)

Many other authors will be introduced and books recommended, e.g. Axtell, Hall, Hofstede, Lewis, Seelye etc.

V. Assessment

	Weight
Participation	10%
Midterm	25%
Assignment	25%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration		LG 5: Demonstrate critical thinking	
LG3: Work in an international context	✓		

BMI YEAR 3	BUS 570 INTERNATIONAL BUSINESS	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

International Business is designed for any student pursuing a career with an international dimension. The course and its framework will be particularly useful for students interested in working as entrepreneurs in world markets or as junior executives working for multinational enterprises, for domestic emerging market companies, or for investment firms or funds targeting emerging markets.

II. Learning Outcomes

Students completing this module will be able to:

- Consider the historical and intellectual background to international business and reflect on the arguments for and against globalization,
- Analyse how international firms develop and sustain competitive advantage over time;
- Discuss international business from the perspective of both opportunity and risk;
- Understand the importance of succession and planning in family-owned firms.

III. Course outline

N°	Subject	Hours
1	Introduction to International Business	3
2	Internationalization of Firms	3
3	Trade Theories	3
4	National Institutions	3
5	Global and Regional Integration	3
6	Mid-term Test Emerging Markets	3
7	International Monetary Environment	3
8	Organization of International Firms	3
9	Market Assessment	3
10	Exporting	3
11	Foreign Direct Investment	3
12	Contract Strategies	3

IV. Required textbook and other course material

Students are required to purchase either the printed copy or ebook:

International Business: The New Realities, Fourth Edition, Global Edition, by Tamer Cavusgil, Gary Knight and John Riesenberger, Pearson Education, 2017

Students can also take advantage of the Pearson online learning platform. This platform will enable students to make significant progress in the course material. More information will be shared with students at the start of the course

V. Assessment

	Weight
Presentation in class	15%
Homework	15%
Midterm	30%
Final Exam	40%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies		LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration		LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context	✓		

BMI YEAR 3	MKT 530 SALES AND SALES MANAGEMENT	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

The purpose of this course is to demystify sales and help you understand how to sell and manage. *If you are considering a startup after ISG, this course is a must.* At the end of this course you should be able to understand the role of sales in a company whether you join a startup or work for a large, established company. This course is geared towards the entrepreneur. Should you be joining a startup this course will help you understand exactly what tools you need to hit the ground running.

The course covers subjects such as building compensation systems, assigning territories, resolving disputes, managing channel conflicts, opening sales offices and other complex sales and sales management situations.

II. Learning Outcomes

The objective of this course is to:

- Develop skills and abilities allowing students to manage sales territories
- Provide students with a set of unique tools that they will develop to enable them to build successful sales and management careers.

III. Course outline

N°	Subject	Hours
1	Development and role of selling in marketing Introduction to sales management	3
2	Selling skills & strategies Case study : Giant Products , establishing a promotional scenario	3
3	Selling process	3
4 & 5	Designing and organizing the sales force Sales force recruitment selection Case study : Garrick oil , sales territory definition	6
6	Training development of sale	3
7	Managing the sales force	3
8	Motivation of the sales force Organization and compensation	3
9	Sales forecasting Sales force evaluation	3
10	Key account management	3
11	Direct selling and marketing system Case : Avon in China	3

IV. Required textbook and other course material

Students are required to purchase the following textbooks:

- Sales management, The Brian Tracy success library, Brian Tracy, Editor: Amazon publication 2015; ISBN : 978-0-81443629-5
- Sales Management simplified, Weinberg Mike, Editor: Amazon; Publication: 2015; ISBN: 978 0 81443643-1
- 100 great sales ideas: Patrick Forsyth, Editor: Marschall Canvendish editions, Publication :2009; ISBN 978 0 46209961 3

V. Assessment

	Weight
Participation Case preparation	25%
Midterm	0%
Assignment group project	25%
Final Exam	50%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context			

BMI YEAR 3	MKT 520 CONSUMER BEHAVIOUR, ADVERTISING & MARKETING COMMUNICATION	FALL SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

This course provides students with an overview of issues related to brand or product communication (below and above the line). Students will also explore the most recent marketing research to determine how and why people make the consumption choices they do.

This course deals as an introduction with the study of consumer behavior (understanding what leads to the individual purchase decision) and also deals with one of the four elements of the marketing mix, which is explored during the Principles of Marketing I course: promotion in the broad sense. The main themes that are tackled in this course are therefore related to advertisement and communication.

Pre requisites: MKT 320

II. Learning Outcomes

At the end of this course, the student must be able to:

- Know the various actors in the advertising sector as well as the marketing communication process;
- Define a managerial issue linked to brand/product communication and the following communication objectives;
- Develop a coherent creative response, as part of an integrated communication policy;
- Know how to choose and implement key communication tools and other activities (mass media advertising, direct marketing, promotional marketing, PR, events)
- Analyse the overall consistency of the marketing communication strategy put in place.

III. Course outline

N°	Subject	Hours
CONSUMER BEHAVIOR (Shannon Latimer Marchat)		
1	Buying, Having, Being: An Introduction to Consumer Behavior	3
2	Consumer and Social Well-being	3
3	Perception	3
4	Learning and Memory	3
ADVERTISING & MARKETING COMMUNICATION (Camille Pluntz)		
5	Course presentation, group constitution Context surrounding the advertising sector (actors, trends) Marketing communication process	3
6	Marketing communication strategy	3
7 MIDTERM	Creating a TV commercial storyboard	3

8	Copy strategy and creativity	3
9	Product placement and Celebrity endorsement	3
10	Media-planning	3
11	Direct marketing, sales promotion, public relations and events	3
12	Digital advertisement Group assignment oral presentations	3

IV. Required textbook and other course material

Cluley, Robert (2017), Essentials of Advertising, Kogan Page.

V. Assessment

	Weight
Group Assignment	30%
Midterm	20%
Final Exam	50%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	✓
LG 2: Apply a holistic approach to business administration		LG 5: Demonstrate critical thinking	
LG3: Work in an international context			

BMI YEAR 2	MGT 410 INTERNATIONAL HR MANAGEMENT	SPRING SEMESTER	5 ECTS
	Language of tuition : English	Class contact hours: 36 (12x3 hours)	

I. Course description

The purpose of this course is to enhance in the students the awareness and understanding of the importance and function of Human Resources Management. The course recognizes the dynamic relationship between strategy, people, technology, and the processes that drive organizations. Our final goal is to provide the students of the critical view of new paradigms and identity of strategic human resources management in organizations.

II. Learning Outcomes

Students completing this module will be able to:

- Discuss the role played by Human Resource Management in relation to other functions to support organizational success.
- To explain how external factors such as the economy, globalization, organized labour, and legislation to have influenced the development and role of human resources management strategy and planning.
- Discuss the processes involved with staffing, from job analysis, job descriptions, recruitments and selection, and organization and the ways in which internal and external factors affect them.
- Describe the role of training and development in organizational performance, how this role should be effectively managed, and its contribution to the *entrepreneurial skills*.
- Awaken in the students a sense of *managerial responsibility* through the identification of compensation and benefits strategies. Analysing how the organization can use to attract and retain employees, and the factors considered in establishing a particular approach to compensation.
- Discuss current issues and best practices in human resource management.

III. Course outline

N°	Subject	Hours
1	HUMAN RESOURCE MANAGEMENT Globalization and HRM - History of the work - Defining HRM - The history of HRM - Models and characteristics of HRM	3
2	PROCESSES OF HRM: "MODELLING JOBS" Concept and design of job description - Descriptions and analysis of jobs - Methods of data collection	3
3	PROCESSES OF HRM: "ATTRACTING PEOPLE" Tactics, techniques and sources of recruitment - Selection techniques and tests – Outsourcing - Headhunters	3
4	COMPETENCES: Perception	3
5	TRENDS of HRM Technology with the power to transform HRM - Innovation and HRM - Ergometry at work - Well being (stress) - Immigration (Movements of workforce) - Women leading and managing worldwide (gender)	3
6	MIDTERM	3

7	PROCESSES OF HRM: "DEVELOPING PEOPLE" Training - Development - Career planning	3
8	MANAGING EMPLOYEE RELATIONS I History of labor relations - Employee rights - Workplace safety - Conflicts	3
9	MANAGING EMPLOYEE RELATIONS II History of labor relations - Employee rights - Workplace safety - Conflicts	3
10	PROCESSES OF HRM: "REWARDING PEOPLE" Compensation – Remuneration - Administering benefits - Reward systems: a contemporary approach	3
11	IHRM Managing across cultures - Leadership and Expatriates - Case study 4	3
12	Content Revision Globalization & HRM - Job Analysis - R&S - T&D – Compensation - IHRM & Expatriates	3

IV. Required textbook and other course material

Students are required to purchase the following textbooks:

Armstrong, M. & Taylor, S. 2014. **Armstrong's handbook of Human Resource Management Practice**. 13th revised edition. Kogan Page Ltda.

Recommended reading materials:

Buhler, P. 2002. **Human Resource Management: All the information you need to manage your staff and meet your business objective**. Streetwise Publication.

Clegg, S., Kornberger, M. and Pitsis, T. 2009. **Managing & Organizations: An introduction to theory & practice**. 2th Edition. London: Sage Publications.

Harzing, A.W. and Pinnington, A. H. 2011. **International Human Resource Management**. 3rd Edition. London: Sage Publications.

Locke, E. A., & Latham, G. P. 2004. What should we do about motivation theory? Six recommendations for the twenty-first century. **Academy of Management Review**, 29(3), 388-403.

McClelland, D. C. (1985). How motives, skills, and values determine what people do. **American Psychologist**, 40, 812-825. doi: 10.1037/0003-066x.40.7.812

Ozbilgin, M. 2005. **International Human Resource Management: Theory and practice**. New York: Palgrave Macmillan.

V. Assessment

	Weight
Participation	20%
Midterm	20%
Final Exam	60%
Total	100%

VI. Contribution to the programme learning goals

LG 1: Master key management competencies	✓	LG 4: Develop an entrepreneurial mindset	
LG 2: Apply a holistic approach to business administration	✓	LG 5: Demonstrate critical thinking	✓
LG3: Work in an international context	✓		