Année universitaire 2024/2025

International Business – 233 - 2nd year of master's degree

Crédits ECTS : 120

LES OBJECTIFS DE LA FORMATION

By combining lessons and professional experience, the International Business (MIB) program aims to provide students with international management, project management, new technologies and digital innovations knowledge and skills, allowing them to do business in an increasingly global and digital environment.

Skills acquired:

The International Business (MIB) is a unique, 2-year, 120 ECTS PSL Master's program (Grade Master) in international business management, with a concentration on digital projects. The program trains brilliant, open minded students, future managers who want to pursue a distinguished international career and to make a difference.

A Corporate-Oriented Program

- An International Dauphine-PSL Master highly regarded by companies;
- Apprentice students work in large, International corporations and innovative startups;
- More than 20 companies trust the International Business year after year; 50% of courses taught by company executives.
- Support is provided to find your apprenticeship including speed dating with companies; 90% of apprenticeships signed before September.

An International Experience

- A unique, international curriculum with three key topics: International Management, Digital Technology Management, Project Management,
- 2 International Field Trip experiences: conferences, company visits, meeting with international MIB Alumni in London (optional) and in Asia.
- 100% of classes taught in English by national and international professors; about 40% foreign students in the program; academic exchange opportunities.

PRÉ-REQUIS OBLIGATOIRES

Academic Requirements for integrating the M2 Management et Organisation – International Business :
- Master 1 or equivalent - officially recognized 240 ECTS from a University or institution of higher education.
- Fluency in English (TOEFL or IELTS is highly recommended for non-English native speakers; TOEFL 92 IBT minimum is required for studying abroad)
- Experience: at least one experience abroad and a first significant professional experience (e.g., gap year, apprenticeship during the M1 year, etc.)

Academic Requirement for integrating the MIB at the M1 level (M1 "Management et Organisation"):
- Licence / Bachelor (180 ECTS) in management or economics (preferably a degree in management or economics, but we are open to a wide range of profiles)
- Fluency in English (TOEFL, IELTS or GMAT is mandatory for non-native speakers)
- Experience: at least one experience abroad (or international track such as English track) and a first professional experience (internship)

POURSUITE D'ÉTUDES

The program allows students to pursue in a PhD program in Business.

PROGRAMME DE LA FORMATION

- Semester 3
  - Enseignements obligatoires à Dauphine au semestre 3
    - Global Strategy
    - International Business Law
    - Go to Market Strategies and innovation
    - International & Digital Marketing
    - Global Management of Information Systems and digital strategies
    - Key transversal topics in International Business: global geopolitical challenges & economics of digitalization
    - Project Management : principles, methods & Change management
    - International Project Management : SCRUM & Lean Methods
    - Global Knowledge Management
    - Apprenticeship and group work
  - Choix semestre 3 à l'étranger (on ne peut partir qu'un semestre à l'étranger)
    - Validation du semestre 3 à l'étranger
- Semester 4
  - Enseignements obligatoires à Dauphine au semestre 4
    - International Corporate Finance
    - Organizational Behavior & Ethics
    - Master thesis
    - Business Research Methods
    - Cross-cultural management
    - Global Suply Chain Management
    - Business Analytics and Data Mining
    - International Consulting Projects : Tools and Methods
    - International Project (abroad)
    - Negotiation and listening
    - Apprenticeship or Internship
  - Choix semestre 4 à l'étranger (on ne peut partir qu'un semestre à l'étranger)
    - Validation du semestre 4 à l'étranger
    - Master thesis
    - Apprenticeship or Internship

DESCRIPTION DE CHAQUE ENSEIGNEMENT

Apprenticeship and group work

Apprenticeship or Internship

ECTS : 3

Business Analytics and Data Mining

ECTS : 3

Description du contenu de l'enseignement :

Big data and AI are more and more shaping our personal and professional lives as companies become more and more data-driven.
With datascience and the combination of Big data and Machine Learning Techniques ,suddenly the kind of questions that most professional ask since many years get a crystal clear answer : Which of my customers are most likely to churn ? How to minimize credit risks ? How to attract best talents ? How to predict next security breach ? Who are my best prospects ? How can we increase Life Time Value of customers?
All Strategic decisions can be based now on data.

In this context any business professional (Marketing , Sales, Finance, Human Resource) needs to understand and master data and AI, those technologies will not be any more "black boxes" that only specialists like datascientists can handle.
The first and main objective of this course is to give you all the keys for becoming autonomous about data in order to solve a business challenge or problem and take a decision. with big amount of data.
The second objective is to give you the knowledge to be integrated in large data projects and work with specialists like datascients, IT specialist, legal specialist , understand their constraints and vocabulary.

Course structure

1. Introduction , main Concepts & vocabulary
2. Data vizualization , graphics , descriptive analysis
3. Data preparation enriching data
4. In depth analysis
5. Conducting a predictive analysis using machine Learning algorithms
6. Business Cases exemples : Finance, health, security , Marketing
7. Preparation of final presentation
8. Final Presentation

Compétence à acquérir :

Learning outcomes
Having followed this lecture you will be in capacity of :
·   Identifying appropriate data in order to solve a business complex topics
·   Preparing data for analysis by using best-in-class tools
·   Analyzing those data to get business insights or take decisions
·   Vizualising your results and present management synthesis of your work
·   Understanding the main models and algorithm and select one to make predictive analysis
·   Running a predictive analysis using Machine Learning techniques
·   Using your own judgment to evaluate quality of predictions

Mode de contrôle des connaissances :

- Exercices in class will give individual bonus if done or malus if not done on final grade
- Final group presentation will by teams will be graded on a scale of 20 points .

The grading will be addition of results in class plus grading for the final presentation
The passing grade for a course is 10/20.

Class participation: Active class participation – this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.
Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

Bibliographie, lectures recommandées :

- R for datascience Hadley Wickam O'Reilly
- Machine Learning with R Brett Lantz Packt Publishing
- www.dataiku.com
- https://www.datacamp.com/courses/free-introduction-to-r

Business Research Methods

Cross-cultural management

ECTS : 3

Global Knowledge Management

ECTS : 3

Description du contenu de l'enseignement :

The course addresses key issues in knowledge management, including knowledge creation and innovation, as well asknowledge capitalization in global companies

Compétence à acquérir :

Learning outcomes :
Knowledge is the new oil. This course trains students to become knowledge managers in multinational organizations as well as to manage knowledge in teams and communities. Students become acquainted with key issues in relation to knowledge sharing, innovation and creativity at the individual, team and organizational levels.
Learners will be able to apply the knowledge management toolbox, to design a knowledge management strategy that is adapted to the context of the organization.

Global Management of Information Systems and digital strategies

ECTS : 6

Description du contenu de l'enseignement :

Nowadays, organizations increasingly develop, offer and rely on digital services. In many sectors, traditional organizations have been dramatically challenged by new platform business models – illustrated by the widely acknowledged and controversed Uber, AirBnB - driven by increasing reliance on WebServices (API), as well as data analytics. This course will train the students to identify digital platforms economic and business opportunities in data, as well as frame a whole project of a platform business, its services and its governance.

Compétence à acquérir :

Course Objectives

1. Understand:
   1. Information Systems integration
   2. The new Infrastructure: Cloud (IaaS, PaaS, SaaS)
   3. Service Oriented Architecture
   4. Web services undamp; API
   5. Data in the context of e-business undamp; Big Data
   6. IT Governance
2. Analyze a real business case.
   1. Key digital process
   2. Key success factors

Learning outcomes

Upon completion of this course, the student should be capable to:

- Identify strategic opportunities in the digital economy, provide recommendations regarding the digital strategy of a specific company or provide advice to refine this strategy;
- Support IS projects, in particular projects that aim at implementing new IT tools and applications (Cloud computing and cloud services, API, e-business, big data, …) by providing managerial expertise regarding the adequacy of these tools to a specific company or organization;
- Propose directions and guidelines to support the digital transformation of a company;
- Analyze and anticipate organizational consequences of the digital transformation of a company.

Mode de contrôle des connaissances :

An evaluation scale will be completed by the instructor and provided to each team. The instructors' attention will focus on the following major points:

- Reliability of the collected Information on the company. Please make sure that the team build a comprehensive understanding of the organization and its digital opportunities
- Clarity of writing. Please make sure that at least two members of the team completely reread the report.
- Rigor of analysis.
- Please make not only to propose an API but also imagine **how users could use the APIs and fully benefit from it**. The instructors highly recommend torely on scenarii, creative simulation of the API use.
- Quality of your oral presentation. The presentation should be fluid and well prepared.
- Respect of deadlines. Make sure to create your own internal deadlines and that work is delivered in time.

Group work Collaborative work on the APIArtist Project during and between the classes. Completion of the assignements and peer evaluation Sessions - 30%

Individual attendance *Brain* attendance compulsory
Questions asked, comments and insights shared with the whole class Contribution to the wiki
Sessions - 20%

APIaRtIST Group presentation and report
Presentation + Advisory Boards +Report 50%

Bibliographie, lectures recommandées :

1. DAVE CHAFFEY, (2014), "**Digital Business and E-Commerce Management**", 720 p., Pearson
2. ISAAC H., VOLLE P., (2014), **"E-commerce. De la stratégie à la mise en** oeuvre", Pearson Education, 532 p.
3. AUSTIN, R. D., NOLAN, R. L., undamp; O'DONNELL, S. (2009). **The adventures of an IT leader**. Harvard Business Press.

Global Strategy

ECTS : 3

Description du contenu de l'enseignement :

The course aims at providing students with key concepts, managerial tools as well as an understanding of new paradigms in the field of global business strategy.
It focuses on the challenges and opportunities faced by international companies when engaging with clients, competitors and key stakeholders beyond their home market, and outlines key issues leaders, managers, entrepreneurs should be aware of to make key decisions and take actions throughout their firm's international journey.

Compétence à acquérir :

Upon completing this course, the participants should be able to:

- Understand different concepts related to corporate strategy and international business development

- Develop a practical understanding of global strategic management, including national regulatory influences, political and financial risks, social responsibility and cross-cultural management
- Evaluate the strategic attractiveness of individual national markets and assess the pros and cons of market entry modes, as well as the appropriate strategic criteria for their selection.
- Get familiarized with main implementation issues faced by multinational corporations
- Apprehend new dimensions of global strategic management such as sustainability and technology, as well as the changing landscape of competition and how to cope with it.

Mode de contrôle des connaissances :

Class participation & quizz: 40%
Final examination: (Multiple Choice Questionnaire & Case Study): 60%

Bibliographie, lectures recommandées :

Textbooks:
David Collis (2014) - *International Strategy: Context, Concepts and Implications*, *1st Edition* - John Wiley & Sons, Incorp.
Kamel Mellahi, Klaus Meyer, Rajneesh Narula, Irina Surdu, and Alain Verbeke (2021) - *The Oxford Handbook of International Business Strategy* - Oxford University Press
Mike Peng (2022) – *Global Strategy, 5th edition* – CENGAGE Learning
Kazuyuki Motohashi (2015) - *Global Business Strategy, Multinational Corporations Venturing into Emerging Markets*, SpringerOpen
Simon Torp and Torben Andersen (2020) - *Adapting to Environmental Challenges: New Research in Strategy and International Business* – Emerald Publishing Ltd.
Patricia Brun (2019) – *Stratégies internationales - Enjeux et valeurs de la transformation digitale et nouveaux modèles économiques* - Editions Ellipses

Articles:
Tolga Simsek et al (2022) - *A journey towards a digital platform business model: A case study in a global tech-company* - Technological Forecasting & Social Change 175 (February 2022)
Maximilian Stallkamp, et al (2022) - *Scaling, fast and slow: The internationalization of digital ventures*
- Journal of Business Research 146 (2022) 95–106
Liang Chen et al (2022) - *3 Obstacles to Globalizing a Digital Platform* - Harvard Business Review, May 2022
Niccolo Pisani (2021) - *How COVID-19 Will Change the Geography of Competition?* - MIT Sloan Management Review, May 2021
Claude Obadia & Daniel Bello (2019) - *How to select an export mode without bias?* - Business Horizons (2019) 62, 171—183
Barbara Brenner (2018) - *Transformative Sustainable Business Models in the Light of the Digital Imperative - A Global Business Economics Perspective*, Sustainability 2018, 10, 4428
Jean-Paul David & Guillaume Cariou (2014) - *Evaluating the Firm's Readiness for Internationalization:*
from the Design tothe Application of an International Qualification Framework - International Journal of Business and Management; Vol. 9, No. 7; 2014

Donald Lessard, Rafael Lucea and Luis Vives (2013) - *Building Your Company's Capabilities Through Global Expansion* – MIT Sloan Management Review, Winter 2013

Laurenne Eden et al (2010) - *International Business, International Management, and International Strategy: What's in a Name?* - International Studies of Management & Organization, Winter 2010-11, Vol. 40

Markus Alexander and Harry Korine (2008) – *When you shouldn't go global* - Harvard Business Review December 2008

Alina Kudina, George S. Yip and Harry G. Barkema (2008) - *Born Global* - Business Strategy Review, Winter 2008

Pankaj Ghemawat (2007) – *Managing differences, the central challenge of global strategy* – Harvard Business Review, March 2007

Pankaj Ghemawat (2001) - *Distance Still Matters: The Hard Reality of Global Expansion* – Harvard Business Review

Global Suply Chain Management

ECTS : 3

Description du contenu de l'enseignement :

This course introduces the supply chain concept and is dedicated to familiarizing the students with the Supply Chain operations, issues, trends, and challenges in a VUCA environment. In addition, as this course is international-business development oriented, it shows the tight links between international strategy, value creation and supply chain strategy through examples of global supply chains.

This course is organised in a workshop to allow students to integrate supply chain approach into a business development strategy. From the Dyntech case, students will focus on one specific supply chain issue and submit a continuous improvement plan aligned on the business strategy of the company.

Course structure

1 and 2

- Background, definition, perimeter, operations, organisation, flows (distribution, information, and financial flows) and forecasts
- The supply chain a competitive driver to sustain the international strategy of a company, how and why, issues?
- Integration of the supply chain resources into a business development strategy

Sessions 3 to 8 – Workshop – Dyntech case study – Group work organised in Project Teams
3 WorkshopBased on the DMAIC methodology (Define, Measure, Analyse, Improve, Control)
- Define current situation of the company's strategy and supply chain management practices
- Map current value chain and identify strengths and Weaknesses of the Dyntech supply chain
- Measure current business and supply chain results

4 Workshop
Define strategic goals and objectives of the business and its supply chain (future situation)
5 Workshop
- Analyse value chain weaknesses
- Conduct Root Cause Analysis

6 Workshop
- Conduct Gap Analysis
- Identify paths of improvement

7 Workshop Elaborate continuous improvement plan (project management approach) including budget, risks and change management
8 Workshop
Submit continuous improvement plan

Compétence à acquérir :

- Have an end-to-end understanding of a global and customer-driven Supply Chain
- Understand cross-functionality issues within the frame of a continuous improvement approach (process analysis and interrelationships between processes)
- Understand planning and forecasting issues
- Understand risks issues
- Understand how the supply chain can be turned into a competitive advantage for companies operating on international markets

Learning outcomes
- Have command of the basic knowledge required to understand Supply Chain operations, planning and future challenges (4.0 Revolution)
- Be able to define and formalize supply chain strategic goals and objectives with a Kaplan matrix
- Be able to understand, produce and analyze a Supply Chain map
- Be able to synchronize a business development strategy with a supply chain strategy
- Be able to identify competitive drivers in the international supply chain
- Be able to formalize and submit a continuous improvement plan of supply chain processes with a view to international business development

Mode de contrôle des connaissances :

The project team and its members will be assessed as follows

- All works produced by the Project Team are assessed (written and oral work). This covers the tools and the final report (continuous improvement plan)
- The individual engagement in the project activities is also assessed as well as the individual performance during the project submission (oral)
- The individual REX is assessed

The weight of the individual grades is higher with a coefficient = 3

Bibliographie, lectures recommandées :

- Logistics and Supply Chain Management – Creating Value, adding networks – de Christopher Martin
- Operations Management in Supply Chain – Decisions and Cases – Schroeder, Meyer Goldstein, Rungtusanatham - 6th edition - - **Recommended** –
- http://www.supplychainquarterly.com/whitepapers/ - white papers
- Supply chain dive operations website – free newsletter

Go to Market Strategies and innovation

ECTS : 3

Description du contenu de l'enseignement :

This course focuses on the strategic process and decisions related to the way companies go to market.
Leveraging generic strategy frameworks (Porter, Strategic Capabilities, 4/7 P) as well as GTM specific frameworks emerged from consulting practices (Lawrence, Bain, McKinsey..), it covers the strategic process to select target market segments, and to adjust accordingly their products, value propositions and commercial strategy, in order to offer a powerful customer experience, and to drive growth at the lowest possible cost. A particular attention will be given to internationalization strategies and to GTM for startups and scaleups.
The discipline of GoToMarket has been significantly transformed by innovation and specifically by digital technologies. This course will explore the digitally enabled sales and marketing methods, and how they can contribute to successful GoToMarket strategies.
As one of the driver for GTM strategy is to achieve a superior customer experience, the course will also cover the basis of customer experience concepts and metrics.

Course Structure

1. GTM definition and relation to company overall strategy and marketing strategy. GTM conception process , key decision points and performance metrics, based on Lawrence framework.
2. Quick review of strategy toolset leveraged in GTM analysis: Porter, RBV, SWOT, Ansoff Matrix, 4/7 P. GTM strategies in B2B and in B2C: differences and convergence. Focus on internationalization strategies.

3. Business case : By team, apply GTM framework and concepts to a real company case and present recommendations to the company leadership.
4. Impact of digital transformation on marketing (including digital marketing, content marketing, marketing analytics, artificial intelligence)
5. Impact of digital transformation on sales (including e-commerce, marketplaces, Social selling, omnichannel strategies, integration of sales and marketing processes)
6. GTM strategy for startups. Customer Experience focus: the drivers for the change of paradigm towards customer experience centered strategies, the key metrics of customer experience and integration of customer experience in the Go-to-Market System

Compétence à acquérir :

<u>Course Objectives</u>

- Understand the concepts of Go-to-market strategy, the process to build a go-to-market strategy, and how it serves the overall company strategy.
- Understand the difference of focus and approach in B2C versus B2B, and specific GTM questions to address in context of international growth strategies and new companies.
- Understand the range of new options opened by the digital revolution on GTM strategies, and be able to propose appropriate solutions to different business cases.
- Understand the concept of customer experience, the changes of perspectives in the measures of customer satisfaction over time, and the role of customer experience in GTM strategies.

<u>Learning Outcomes</u>
- Awareness of GTM problematic, decision points and their respective importance in B2B and B2C
- Awareness of the importance of customer experience to build a successful GTM strategy and main methods to measure customer experience
- Awareness of impact of digital innovation in the transformation of GTM strategies, through new marketing and sales methodologies
- Acquisition of based concepts and vocabulary required to engage productively in conversations with the teams constructing and executing go-to-market strategies
- Ability to collect information and analyse company cases. Ability to articulate relevant GTM strategy recommendations at a strategical and tactical level.

Mode de contrôle des connaissances :

Continuous 50% By team: Presentation of an article from academic or business literature, Business case analysis and presentation.
Individually : 2 Quiz

Final 50% Individually: Written report analyzing a GTM strategy from a company, 8 pages, including critical perspective and recommendations

Bibliographie, lectures recommandées :

<u>Course Literature / Bibliography</u>

- Laurence G. Friedman , Go to Market Strategy, Routledge 2002.
- Building routes to customers**.** P Raulerson et al., 2009 .
- Creating and adaptive go-to-market system, Mark Kovac, Diane Ledingham, Lewis Weinger , Bain & Company.
- The Elements of Value, Eric Almquist, John Senior, Nicolas Bloch, Harvard Business Review , 2016 .
- The B2B Elements of value, Eric Almquist, Jamie Cleghorn, Loro Sherer, Harvard Business Review , 2018 .
- Perceived value in B2B and B2C: a comparative approach and cross-fertilization, Remi Mencarelli, Arnaud Riviere, Marketing Theory, Sage, 2013 .
- Understanding Customer Experience, Christopher Meyer, Andre Schwager, Harvard Business Review 2007 .
- Appetizer or main course : Early market vs Majority market GTM strategies for radical innovation**,** Monika C. Schuhmacher , Sabine Kuester, and Erik Jan Hultink, PRODUCT INNOV MANAG 2017.
- Get the show on the road: go to market strategies for e-innovations of start ups Sabine Kuester, Elisa Konya-Baumbauch, Monika Schuhmacher, Journal of Business Research 2017 .
- Conceptualization of omnichannel customer experience and its impact on shopping intention: A mixed-method approach, Si Shia , Yi Wanga,∗ , Xuanzhu Chenb , Qian Zhang, <u>International Journal of Information Management</u>, February

<u>Faculty Biography</u>
- PAST – Associate Professor Paris Dauphine, M&O
- 30 years of experience at Director and EMEA VP level in Sales, Marketing, Services, Strategy and Planning, Learning and Development roles in IT, at HP and Hewlett Packard
- Senior Advisor McKinsey
- Founder of AL.IS expertise, co-founder of a digital platform for small and medium business consulting, Digispin, and co-founder of an IA Startup focused on assisting sans and service personel during customer conversations.
- Executive Doctorate EDBA Paris Dauphine

International & Digital Marketing

ECTS : 3

Description du contenu de l'enseignement :

Introduction of digital marketing; stakes and prospective. The course will go through specific areas of expertise with theoretical notions, current market strategies and case study; digital content, acquisition, influence & Web 3.0. Students must be able to design a 360 digital campaign from the creative brief to the media budget split.

Compétence à acquérir :

<u>Learning outcomes</u>
Students must be able to;

- Design & pitch a global digital strategy for a launch including all channels & investments priorities (owned, earned, paid)
- Design & pitch a creative agency or brand AD team for digital campaign assets' need
- Design & pitch acquisition strategy including channels & investments priorities
- Design & pitch influence strategy from casting to contract & ROI measurement
- Anticipate & conduct test & learn pilot on Web 3.0

<u>Course structure</u>
1. Master class: introduction of Digital Marketing
2. Definition, stakes (brand centric versus user centric, indie brand versus pure player etc.)
3. Trends on digital consumption (social media, e-commerce, investment)
4. Brand e-reputation
5. Brand digital ecosystem definition (owned/earned/paid)
6. Digital consumption tunnel
7. Targeting strategy (& tools)
8. How to measure success? (KPIs & 80/20 ratio)

Exercise: Design & pitch a digital campaign for a product launch (priorities and weight per channels)
1. Content; how to design an efficient digital campaign?
2. HHH theory (snackable content, liquid content etc.)
3. Consumption trends
4. Content typology tunnel with case study (Disney land Paris)
5. Advertising claim (the place of writing in digital)
6. Visual impact, neuroscience
7. Video with google case study

Exercise: Write a brief for a creative agency to create efficient assets for a product launch
1. Acquisition strategy
2. Starting point of a recruitment channel strategy
3. Defense versus assailant strategy
4. Typology of audiences
5. SEA/SEO (tools and arborescence)

6. Paid formats
7. Affiliation
8. Retargeting
9. CRM
10. Acquisition models & associated ROI
11. E-commerce tunnel
12. Rating & reviews

Exercise: Design & pitch an acquisition strategy to drive traffic on your e-commerce website
1. Influence
2. Stakes & Objectives
3. Investment strategies (depending on brand model)
4. Weight & trends on influence
5. Influencers typologies & channels (macro/micro/nano)
6. Tools & ROI measurement
7. E-listening
8. Casting & contracts
9. Diffusion & affiliation strategy
10. Implications on brand mix (versus trade & retail marketing)
11. Implication on brand notoriety (bad buzz, reviews etc.)

Exercise: Design & pitch an influencer brief for a product launch (contract, contents, prices and KPIs)
1. Web 3.0 with one or two expert(s) (product & service)
2. Definition & opportunities

Mode de contrôle des connaissances :

One assignment & grade per course

1. Design & pitch a digital campaign for a product launch (priorities and weight per channels)
2. Write a brief for a creative agency to create efficient asset for a product launch
3. Design & pitch an acquisition strategy to drive traffic on your e-commerce website
4. Design & pitch an influencer brief for a product launch (contract, contents, prices and KPIs)

Bibliographie, lectures recommandées :

Building a brand story "Clarify your message so customers will listen" – Donald Miller
Contagious "Why things catch on" – Jonah Berger
Hacking Growth: How Today's Fastest-Growing – Sean Ellis & Morgan Brown
Web 3.0 – Patrick Ejeke

International Business Law

ECTS : 3

International Consulting Projects : Tools and Methods

ECTS : 3

Description du contenu de l'enseignement :

International Consulting Project

Designed to be a rich practical experience, this course is project-based and aims at placing students in a **real-life international consulting mission**. The course is divided into **3 sessions of 3 hours each** dedicated to work in teams on an **international consulting project** proposed by a client company. Students ar

Consulting tools and methods

- Trends and market for consulting sector
- Organization and activities of a consulting firm
- Consulting tools and methods

Compétence à acquérir :

International Consulting Project

The aim of this course is to provide students with practical knowledge and know-how in the field of international consulting. More precisely, it will help students:
Apply concepts and methods to a real business-project, *i.e.*:
- To analyze a company, a project, a market or a business environment using existing methods and original customized frameworks.
- To forecast and predict the economic impact of environmental change on a specific business.
- To learn consulting vocabulary, concepts, methodologies and tools.

Develop practical competences, *i.e.*:
- Team-working, multicultural teams, project management and organization.
- Critical thinking, analysis and synthesis. This includes the capability to identify the client's needs and to propose feasible and actionable solutions in a cost-effective way.

Foster specific attitudes, *i.e.*:
- Communication attitudes: skillful expression, transmission and interpretation of knowledge and ideas. Effective communication, oral and in writing, including the preparation and presentation of mission reports.
- Interpersonal attitudes: the use of interpersonal skills for resolving conflict, relating to and helping people in effective listening, managing the relationship with client.

Consulting tools and methods

In this course, you will:
- Discover the consulting sector and the organization and activities of a consulting firm
- Learn and practice consulting methods
- Share experience with consultants
- Work in team on case studies and share your analysis with classmates

Learning Outcomes
- Consulting methods
- Consulting tools
- Project Management

Mode de contrôle des connaissances :

Consulting tools and methods
Individual assessment – Personal essay on a topic related to consulting: 40% of final mark
Group assessment - Presentation of case study by each team: 60% of the final mark

Bibliographie, lectures recommandées :

International Consulting Project

Dr. Benjamin Lehiany is a Research Associate at the Interdisciplinary Institute for Innovation(i3- CNRS) and *Maître de conference* at Ecole Polytechnique, Paris. He taught strategicmanagement and econom Dauphine University, ESCP-

Europe and SKEMA Business School where he created and managed the MSc. InternationalStrategy & Influence. His fields of expertise are industrial strategy and strategic management ofinnovation with a

Consulting tools and methods

Case studies will be distributed during the course.

International Corporate Finance

ECTS : 3

International Project (abroad)

International Project Management : SCRUM & Lean Methods

ECTS : 3

Key transversal topics in International Business: global geopolitical challenges & economics of digitalization

ECTS : 3

Description du contenu de l'enseignement :

This course will familiarize students with some important concepts and present-day issues within the study of international relations, including topics regarding political actors, systems and stability. The reference to major theoretical schools of thought will help to make better sense of the world today.

Course Structure

1. Introduction & presentation of the content, method, critical analysis and the need for autonomous judgment to understand international relations
2. Trade globalisation and international regulations
3. The uses of cyberspace: the control of tomorrow's new business models.
4. Europe: a global player?
5. Environmental issues: ideological, normative and diplomatic dimensions
6. China's global strategy
7. Terrorism
8. Fake News and social networks
9. Political speeches, political lies
10. Understanding the news through pictures
11. Understanding the news through videos

Compétence à acquérir :

Course Objectives

The course objective is:

- on the one hand to introduce some major players (Europe, China) and strategic stakes (trade globalisation and international regulations, the use of cyberspace, international terrorism, environmental issues);
- on the other hand to sharpen the students' critical mind in order to help them suspect and detect fake news and influence strategies disseminated through political speeches, social networks, pictures and videos).

Learning outcomes

Upon satisfactory completion of this course, the student will be able to:

- Evaluate international relations by formulating relevant questions (and thus be able to look for relevant answers)
- By answering these questions, outline international affairs factors and integrate them in business strategy
- Analyze and understand some major themes of international relations and global politics
- Improve critical thinking in general
- Demonstrate his/her ability to describe the social, political, and economic forces that influence social behavior and the global system
- Use knowledge of international affairs in a practical problem-solving way to address issues of immediate international concern

Mode de contrôle des connaissances :

The examination will consist of a case study / group presentation.

Master thesis

ECTS : 6

Negotiation and listening

ECTS : 3

Organizational Behavior & Ethics

ECTS : 3

Description du contenu de l'enseignement :

This course consists of 9 sessions.

The first session will introduce a comprehensive conceptual framework to think about organizational wrongdoing. They will be led by the teacher in charge of the course.

Over the following eight sessions, leaders from various sectors will share their experiences and reflections as invited speakers.

Friday, January 12 (8h30-11h45) – Normal organizational wrongdoing – Hortense de la Boutetière

Friday, January 19 (13h45-15h45) – Ethics and leadership – Speaker: Hélène Reltgen, Senior Partner, Egon Zehnder

Thursday, January 25 (17h15-18h45) – *To be defined*

Friday, February 2nd (13h45-15h45) – Sustainability and societal responsibility in the luxury sector – Speaker: Maria Solimene, VP Luxury, Invent CapGemini

Friday, February 9 (13h45-15h45) - Corporations' journey to inclusive business – Speaker: Simon Bossard, Partner, Hystra

Friday, February 16 (13h45-15h45) – Ethical questions in energy transition – Speaker: Xavier Barbaro, CEO, Neoen

Friday, February 23 (13h45-15h45) - Human Resources and Compliance in the financial sector - Speaker: Florence Lecoutre, Member of the Board of Management, in charge of Digital Transformation, Human Resources, Communication, Compliance and Sustainability, Allianz Trade

Friday, March 1st (13h45-15h45) - Ethical leadership in hypergrowing digital commerce start-ups – Speaker: Fanny Ponce, CEO, Smartbox

Thursday, March 7 (17h15-18h45) - Artificial intelligence and ethics – Speaker: Marie David, co-founder, Carbometrix; author of *Intelligence artificielle, La nouvelle barbarie* (Editions du Rocher,

2019)

Compétence à acquérir :

How and why do ethical questions arise in the daily lives of people working in organizations? What can we learn from real-life examples of organizational ethical failures? How do contemporary leaders deal with ethical questions, in practice, across sectors?

These are some of the questions this course will explore.

The course aims at equipping students with concepts and references allowing them to identify ethical questions they will face in the context of their future professional lives, to apply critical thinking, and to determine their own behavior in a responsible way.

Mode de contrôle des connaissances :

Presence at each session is required. Participation will be taken into account for 20% of the final grading.

An individual homework will account for the remaining 80% of the grading. Each student will be asked to choose one of the sessions and write a short essay (i) summarizing key ideas developed by the speaker and (ii) exposing the student's own reflections based on these ideas.

Bibliographie, lectures recommandées :

Palmer, Donald (2013). *Normal Organizational Wrongdoing: A Critical Analysis of Theories of Misconduct in and by Organizations.* Oxford University Press

Project Management : principles, methods & Change management

ECTS : 3

Description du contenu de l'enseignement :

This course is organized in a workshop-way on a case from the identification of the customers' needs to the project closure report and SOW submission to their customers to give students a comprehensive insight on Project Management organization, key aspects, and challenges including a focus on change management issues.

As the target of the course is to be able to integrate a Project Management team or manage project as a team leader, students will have to put into practice during the workshop all the key project management tools. They will also have to prepare the two negotiation rounds with their customers, plan, organize and follow the project work.

Course structure

1 and 2 Plenary session 6h : **Project Management framework:**
Project definition and life cycle (phases), project critical issues (resources management including recruitment of a team), risks and causes of failures
Change management key features, issues and practices
3 Workshop 3hParticipants instructions
Choose Project Team Leader
Preparation of the first round and start first round
4 Workshop 3hParticipants instructions
Presentation of the tools of the session: Job ticket and Project Charter
End of first round
Elaborate Project Charter and Job Ticket
5 Workshop 3hParticipants instructions
Finalise Project Charter and Job Ticket
6 Workshop 3hParticipants instructions
Presentation of tools of the session: WBS, OBS, GANTT and RAM
Identify key steps in the project and organise work to be produced
7 Workshop 3hParticipants instructions
Presentation of the tool of the session: SOW (Statement of Work)
Finalise work breakdown and project organisation
Start SOW elaboration of the project and of the customer (including budget)
8 Workshop 3 hParticipants instructions
Finalise the SOW of the project (including budget) and the SOW for the customer
9 Workshop 3hParticipants instructions
Second round – submission of the SOW to the customers
10 Workshop 3hParticipants instruction
Finalise all documents of the project (customers' side and project side)

Compétence à acquérir :

- Understand the components and issues (including risks and changes management) of the project life cycle and the project phases in detail
- Understand how to formalize customer's need and identify the deliverables of a project
- Understand and use project management tools and manage resources
- Understand how to monitor a project
- Understand how projects must be integrated into a change management process to guarantee their success

Learning outcomes
- Be able to initiate and manage projects efficiently and effectively, which means:
  - Be able to identify project customers and their needs (requirements, expectations, and constraints) and formalize the SOW
  - Be able to assess the feasibility of a project
  - Be able to plan and organize project phases and tasks within a limited time frame.
  - Be able to use tools such as the Project Manager job ticket, Project Charter, WBS, OBS, GANTT and RAM and monitor teamwork
  - Be able to identify project risks and their criticality both on the project management side and on the customer's side (deployment of the project)
  - Be able to cope with delays and unplanned events during the project process
  - Be able to conduct a negotiation with the customer(s) of a project
  - Be able to elaborate the budget and the final report of a project

Mode de contrôle des connaissances :

The project team and its members will be assessed as follows

- All works produced by the Project Team are assessed (written and oral work). This covers the tools and the two final reports (project and customers)
- The individual engagement in the project activities is also assessed as well as the individual performance during the two rounds with the customers
- The individual REX is assessed

The weight of the individual grades is higher with a coefficient = 3

Bibliographie, lectures recommandées :

- **PMBOK guide book** – A guide to the Project Management body of Knowledge – Project Management Institute 7thedition (2021)
- **The Project Management Memory Jogger – second edition by** [Karen Tate](#), [Paula Martin](#), [Betsy Hardinger](#) **(Editor),** [Danielle Carbonell](#) **(Editor)**

Validation du semestre 3 à l'étranger

ECTS : 30

Validation du semestre 4 à l'étranger

ECTS : 21