

The Key Management Competences

■ **Financial & Managerial Accounting – E. Cauvin**

24h (3 ECTS)

In today's highly competitive global markets, companies and their managers, owners, and directors need timely and meaningful accounting information for effective decision making. These information are disclosed by financial and management accounting systems. The financial accounting is legislated and governed by regulatory agencies and professional institutions; it exists to serve the need for organizations to periodically report results to outside investors and lenders; it results in only financial data that are public and reported to investors and creditors. On the other hand, the management accounting evolves from the best practices of managers working within their companies; it exists to serve the competitive needs of organizations that must constantly plan, control, and evaluate operations; it results in both financial and non financial data that are proprietary (i.e., guarded from becoming available to competitors and the general public). The course objectives are:

- To provide financial accounting mechanisms for understanding financial statements,
- To provide analytical tools for assisting managers in evaluating various decisions within economic organizations.

■ **Accounting into perspective – M. Powers**

12h (2 ECTS)

What financial information conveys whether a firm is creating or destroying value? It's not the existence of profits or even more profits than last year. We will identify the key financial metric(s). Accounting assumptions underlying the construct of financial statements impact the results.

Financial statements tell a powerful story. Examine the four most important numbers in the financial statements and why they are key to every organization. Numerous illustrations and cases provide insights into the income statement. accounting/finance expert.

Identify and apply strategies for evaluating cash flows using numerous public company cash flow statements. Examine the link between operating cash flow, earnings, operating working capital management and firm valuation.

- Be an astute user of financial accounting information acquiring analysis strategies for each financial statement that enable you to ask the right questions about the financial results of your company.
- Understand what financial information is most closely linked to firm value.

■ **Fundamentals of Marketing – V. de Barnier**

24h (3 ECTS)

This course focuses on developing your understanding of marketing as a process and as a way of looking at business problems. As a result the emphasis is on the application of marketing concepts rather than on memorization. The objective of this course is to familiarize you with major marketing concepts and how these apply to different business situations. As a result the emphasis is on identifying companies' marketing issues and finding solutions using proper marketing levers.

The following topics of the Fundamentals of Marketing program will be studied:

1. The Marketing Concept; Market Segmentation and Positioning
2. Market Research; Buyer Behaviour
3. Developing Pricing Strategies and Programs
4. Setting the Product and Branding Strategy
5. Marketing Communication
6. Distribution Channels
7. Developing Marketing Strategies and Plans
8. Global case analysis

The material will be presented using a variety of teaching approaches including lectures, group case analysis, presentations, and class discussion. Active participation is essential.

■ **Managerial Finance – O. Tabatoni**

24h (3 ECTS)

This course in corporate finance is designed to introduce participants to the concepts and techniques of corporate financial decision making.

Financial decision making come in two broad categories:

- Financing decision (Capital structure and Dividend policy): how the company should raise its funds and when to pay out dividends to its shareholders,
- Investment decision (Capital Budgeting): where the company should invest its resources.
- We will of course consider the effects of time and uncertainty on the decision-making and how to implement the firm's ultimate objective: maximizing shareholder value.

■ Financial Analysis – D. Yon

24h (3 ECTS)

The objective of this course is to present financial statement analysis from the point of view of the primary users of statements: shareholders and credit analysts. The first step is to identify financial information sources and processes and to understand the firm's business model. Risk and return analyses are also extensively analyzed.

- Presentation and data collecting
- Understanding financial statements
- Tools, Ratios and window-dressing, preparing analysis
- Performance and return
- Risk analysis and leverage
- Value creation & ROCE

■ Cost Control – F. Bertrand

24h (3 ECTS)

Become familiar with what managerial accounting information is typically used within the firm. -Strategic implications -Limitations. Develop an understanding of how managerial accounting information is used by managers in the decision making process. Understand and apply with case studies the main cost analysis methods. Consider how accounting information can be used to motivate members of the firm or as a mechanism to control their behavior.

- Introduction to management control and cost accounting
- Basics in cost accounting : cost terms and purposes
- Full costing : cost center-based costing (job and process costing)
- Full costing : activity-based costing and activity-based management
- Cost -volume-profit analysis
- Target costing
- Conclusion

The Key Management Skills

■ Communication Skills – R. Weisz

Action Learning Creativity and Effectiveness in Teams

18h (2 ECTS)

To understand group dynamics, team building and leadership processes better.

To learn how to develop effective and creative teams.

Through problem solving exercises, participants will obtain experience of teamwork, collective decision making and conflict resolution.

Communication Processes and Styles

18h (2 ECTS)

Objectives: To improve participant's ability:

- to understand the reasons of a difficult communication situation
- to analyse the communication process between two (or several) persons
- to adapt to the other people in order to get an effective and satisfactory exchange
- to get a clear self-awareness and establish goals of personal development

Content:

- emotional intelligence as a key leadership factor
- experimenting and analysing communication situations under stress
- a model to analyse communication styles and processes
- methods and tools to adapt to the other people
- characteristics and development of one's communication profile

Situational Leadership and conflict resolution

18h (2 ECTS)

At the end of the seminar the participants should be able to:

- Have a clear Knowledge of each decision making process and be able to implement it.
- Adapt their leadership style to the situation and to the people involved.
- Develop a communication strategy in tune with the chosen management style and decision process.

Content:

- Decision making meetings: experimentation and analysis.
- How to implement each one of the decision making processes: information, consultation, participation and delegation.
- Key factors to a situational management: a rational model of decision making

■ Leadership into perspective – P. Casse

18H (2 ECTS)

Two days to explore some of the leadership issues and challenges that most corporations are facing today.

- Re-defining leadership
- Leadership models for a fast changing business world
- Leadership drivers and innovation

■ International and Cross-Cultural Management - P. Casse

Corporate Cultures into Perspective

18h – 2 ECTS

This seminar will address the issue of managing a cultural transformation. It will concentrate on: How to analyze and understand a organizational culture, how to change it. How to manage the clash (or synergy) between various value systems, in particular when dealing with mergers and acquisitions (Lead Faculty: Prof. Barrie Smith)

Cross-Cultural Management

18h – 2 ECTS

Diversity as a source of enrichment and performance

Objectives:

At the end of the seminar the participants should be able to:

- To evolve from an ethno centric towards an ethno relative relationship to people from different cultures
- To understand the function of stereotyping and overcome it
- To discover the different types to be intercultural at three levels: individual, teams and organisations

Content:

- Develop a clear understanding of what culture is
- Understand the function and limits of stereotyping
- Practice how to suspend judgment and analyse situations in terms of interactions
- Experience methods to develop an intercultural maturity
- Insight into the expatriation experience
- Application of intercultural tools to team working

■ HR into perspective – P. Casse

12H (2 ECTS)

The program will revisit the concept of people at work and examine the impact of the new Information Technologies and globalization on the role of the HR manager. It will review some of the current issues HR Leaders are facing today. It will aims at outlining the new role of the HR leader as a strategic Partner. Compensation and benefit management will also be included in the discussions as an illustration of a challenge that HR people must meet to attract and retain good talents (Lead Faculty: "Professors Pierre Casse and C. Hoffmann plus three special guests)

■ Using psychology to bring career choice into perspective – B. Acker

12H (2 ECTS)

Objectives

- Overview of scientific psychology in the business setting
- Examine psychology from the perspective of an individual being assessed / selected / developed / or choosing a career path
- Examine psychology from the perspective of a manager / a company buying psychological services
- To have an accurate perspective about what psychology can and cannot do in the workplace

Content

- Appreciation of scientific psychology vs. popular psychology
- Understanding the distinction between individual differences in ability and personality
- First hand experience of psychological tests
- Review the key concepts in measuring individual differences between people: Normative, Idiographic, Partial Correlation, Reliability, Validity
- MBA's use the key concepts to evaluate Controversies in Psychology and to evaluate different methodologies: Interview, Graphology, Psychometrics, Assessment Centre
- Understand how to integrate different psychological perspectives about one person (the MBA) into usable information to support decision-making – e.g. MBA's own job search

■ Negotiation – R. Weisz

12H (2 ECTS)

Objectives

To improve participant's ability:

- to prepare and run a negotiation
- to bargain
- to adapt to different negotiator styles
- to intervene as a third party in a conflict resolution
- to negotiate in teams

Content

- Conditions for a negotiation
- Fundamental negotiation techniques
- Negotiation styles
- Third party resolution
- Communication strategy in a negotiation

The Global Mindset

■ Strategy – P. X. Meschi

24h (3 ECTS)

This course aims at helping students in analyzing and formulating corporate strategies in an international setting (generic, growth and international strategies). To this purpose, the course will emphasize the understanding of concepts and tools related to the strategic analysis and management. Students will experiment these concepts and tools by using the case study method. These concepts and tools will allow students to 1/ elaborate a process aiming at assessing the industry and the resources of the firm (namely, defining the main industry segments, identifying the key success factors of each segment, positioning each segment within a competitive systems map, synthesizing the industry's competitive forces, positioning firms of the focal industry within a strategic map, and determining the main distinctive resources and competences of the firm), 2/ formulate a strategic plan matching the corporate resources with the industry demands, 3/ develop growth strategies (diversification, concentration and international expansion strategies), and 4/ define the concrete implementation modes (joint venture, M&A, entrepreneurship, networks, sell-offs, and alliances).

Content

- Industry and Performance
- Industry Analysis
- Resources, Competences, and Value Creation
- Global and Multinational Strategies

■ Economic Environment - M. Henry

24h (3 ECTS)

This course aims to provide participants with a framework for analyzing the global economic environment within which firms operate, including the current financial and economic crisis. To do that, the course stresses on:

- basic economic processes (e.g. inflation-deflation)
- fundamental relationships (e.g. interest rates-currency strength)
- some major issues (e.g. public debt management)

The course adopts a macroeconomic and international perspective based onto 4 pillars: economic performance, fiscal policy, monetary policy, and currency regulation.

A specific attention will be given to the role played by 3 kinds of "regulators" in the economic landscape: Governments, Central Bank, International Institutions.

Beyond the presentations made by the instructor itself, participants will be asked to prepare and present short reports on specific topics to be discussed by the whole group and synthesized by the instructor.

■ Intellectual Property – J.F. Gaultier

12h (2 ECTS)

Learning the concepts of intellectual property with a view to protect and commercialize innovation in the global economy.

The lecture will first set up a panorama of what intellectual property is (patents, trademarks, copyrights, know how, etc.), what rights are conferred by intellectual property, and who is entitled to protection, with a view to better understand and anticipate how an innovation can be protected. With the help of these intellectual property concepts, learn how to protect an innovation at every stage of the creation process, how to better secure its commercialization on a worldwide basis, and anticipate potential disputes.

Simulation Games

■ Poly – tech – A. Ged/D. Yon

Based on the Fundamental Management Tools, you will manage a small company in competitive environment:

- Present the main management fields in operational context
- Team building among the participants
- Decision making in real time in a friendly atmosphere

■ Strategic Service Performance – S. Tijnstra

18h (2 ECTS)

This business simulation in the service sector will allow participants to compete with each other in four teams and by the strategies of the four teams and their efforts to implement these strategies create their own business setting.

This action learning tool allows participants to:

- Exercise strategic flair and vision as an entrepreneur
- Practice effective implementation of corporate strategy
- Experience the importance of operational discipline and cost awareness
- Understand the difference between strategic and management thinking and the skills required for each

During the simulation their skills in the following areas are developed:

Strategic positioning
Portfolio analysis

Strategy formulation
Market forecasting and investment policies
Benchmarking
Profit- and cash-flow forecasting
Performance measurement (balanced score card)
Leadership
Teamroles
Communication and negotiating

Business Project

In order to develop your entrepreneurship skills, the Business Project consists of either creating a new firm (entrepreneurship) or managing a new project inside or outside of an existing firm (intrapreneurship).

These basic management abilities are:

- Start with imagination and new ideas, with the capacity to run business models and business plans, with teambuilding and leadership skills
- End with ability to share your vision with shareholders and capital riskers.

The Business Project teams will be supervised and evaluated by the Business Project professors/directors, consultants, venture capitalists and incubator managers. Best start-up projects could then be launched with our incubator supporter by IAE Aix, SUN Microsystems and one important capital risk firm CDC/SAMENAR.

Understanding the art of corporate venture will help you to become:

- a business or a spin-off developer
- a leader in fast moving companies
- a venture capitalist in banks and private funds
- a consultant specialized in management for high-tech firms

Core Courses

■ Service Marketing Management – F. Dano/S. Llosa

9h (2 ECTS)

Develop a solid foundation of knowledge and skills in services marketing and management

Gain an appreciation for the challenges inherent in marketing, managing and delivering high quality service

Learn strategies and tools to overcome these challenges

Become a more sensitive manager and customer by understanding the complexities of service design, delivery and communication

Learn an appreciation of the interfunctional coordination necessary to deliver quality service

Content

Services dominate the US and European economy and are becoming critical for competitive advantage in companies across the globe and in all industry sectors. For manufacturers like GE or IBM, services represent their primary growth and profitability strategies into the 21st century. Almost 40 percent of IBM's current revenues and over 60 percent of GE's current profits come from services. Superior service quality drives the competitive advantage of excellent companies like FedEx or Four Seasons Hotels (traditional service businesses). And the Internet is one big service. The success of companies using this channel will depend heavily on the quality of the services from the customer's point of view.

The course focuses on the unique challenges of managing services and delivering quality service to customers. The attraction, retention and building of strong customer relationships through service quality and customer satisfaction is at the heart of the course content. The course is equally applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, etc.) and to organizations that depend on service excellence for competitive advantage (high technology manufacturers, industrial products, etc.).

In this course you will learn critical skills and gain knowledge needed to implement quality service and service strategies for competitive advantages across industries. You will work frameworks for customer focuses management and how to increase customer satisfaction and retention through service strategies. You will learn about service quality and customer satisfaction. You will learn to map services, understand customer expectations and develop relationship marketing strategies. Throughout the course, an emphasis is placed on the total organisation and how effective marketing and customer focus must be coordinated across multiple functions.

■ Supply Chain Management – C. Blome

12h (2 ECTS)

Nowadays, it's not anymore competition between companies, but between supply chains. The company who has the right product at the right price, time and location in place wins the customer. Bringing customer wishes and supply chain capabilities together and to achieve strategic fit with business and other functional strategies is the lever for a successful Supply Chain Management (SCM).

Every single Euro saved in the supply chain goes directly to the bottom line. Having in mind the growing offshoring and outsourcing trends as well as shorter product life cycles, uncertain demands, disaster etc. SCM is essential for future business success.

Learn in this course how good SCM looks like, why other supply chains fail and especially how to bring the general SCM concept into practice based on quantitative methods substantiated by state of the art research.

The course comprises three parts:

- Understanding SCM in general
- Strategic topics: Strategic fit of Customer and Supply Chain, Supply Chain Structure, Supply Chain Planning
- Methods: Network Design, Planning Demand and Supply, Inventory Management, Supply Chain Coordination, Supply Chain Integration

A lot of companies – although some companies are already doing pretty good – are missing exactly these abilities.

■ Budgeting – W. Seebacher

12h (2 ECTS)

The students should be able to understand the concept of Integrated Profit and Finance Planning, consisting of Profit Plan, Finance Plan and Budgeted Balance Sheet.

The students should also be able to calculate and interpret ratios.

- Applied controlling /Budgeting Business Planning.
- Integrated Profit and Finance Planning
- Profit Plan
- Finance Plan
- Budgeted Balance Sheet
- Ratios

■ **Business at the intersection – P. Casse, K. Bardach, O. Tabatoni, M. Saias**

18h (3 ECTS)

Objectives

To examine a selection of business situations from an interdisciplinary perspective and learn how an integrated approach can improve the design and the implementation of a Business Model

Content

- Analyze four business situations (from different industries and corporations) using an interdisciplinary perspective i.e. Finance, Strategic, Organizational, Leadership and Ethics
- Interact with four Faculty Members specialized in the selected disciplines
- Learn how to use an integrated approach to understand and improve business situations

Advanced courses

The Challenge of Globalization

■ **Global Strategy and International Management: S. Tijnstra**

24h (3 ECTS)

This course illustrates the challenges to-days business environment presents companies with. It deals first with world trends, internationalization and international competitive advantages.

It then focuses more specifically on the European business environment and the influence the EU has on the business setting in general, on different business sectors, on strategic options of companies and on the tactical and operational implications of EU legislation.

After this scene setting part the focus is on models and concepts that can help companies in formulating their international strategies. This part involves items like:

Identifying the internationalisation potential of a sector

Identifying your internationalisation preparedness

Competing in a global setting; which basis of competition?

The final part of the course is oriented towards putting an internationalisation strategy to work.

Here the following issues are addressed:

The organisational challenge of linking strategy, structure and culture

Global, international, multi-national and transnational management (global integration, worldwide learning and national responsiveness)

Managing mergers, acquisitions and alliances

Managing in a cross-cultural setting

■ **International Marketing – L.F. Lages**

24h (3 ECTS)

This course presents the main aspects of international marketing from export to global marketing. The world has now become a global village:

when we talk about markets, we generally speak in worldwide terms. For most companies, 95% of growth opportunities are outside the domestic market. The main objectives of this course are a) to tackle strategic marketing problems facing industries in the international environment, b) to familiarize students with tools and techniques required in a complex and ever changing context and c) to demonstrate the relevance of properly measuring intangibles (e.g. innovation, exporting potential, brand image, service quality, etc.) at the international level.

■ **Corporate Finance - A. Ged**

24h (3 ECTS)

Every business decision is affected by financing considerations, from marketing to human resources to the basic decision on whether to enter or exit a given line of business. Financial decisions are a critical part of any viable strategy. We will analyze the financial strategies and tactics firms can and should choose. We begin with the classic issue of how to determine and to implement the value-maximizing capital structure. We then turn to the dynamics of financing policy with multiple stakeholders in a changing environment. We will continue speaking of strategic alliances, mergers/acquisitions.

- Perspectives on Financial Policy
- Capital Structure and Financial Policy
- Financial Restructuring & Leveraged Buyout

The Challenge of Change and Transition

■ Change Management – R. Weisz

24h – 3 ECTS

This session is about how to manage change in organizations. It shows the importance of having the right balance between an ability to manage down – to have the skill to use communication, motivation and participation, to mobilise and lead a group of people in a certain direction – and an ability to manage up – to have the team building and political skills to build coalitions and supports to achieve a result. It also teaches the necessity of managing the transition (which is a human, internal and psychological process) to make the change (which is more often organisational, external and situational) work and succeed.

The five day seminar uses a mix of cases, discussions, exercises and a computer simulation to give the participants a clear understanding of the common reasons that organizational change efforts so often fail and to reinforce their change and transition management competences. We will discuss how to apply these findings and skills in different organizational contexts and to the personal situation of the participants.

This session will emphasize the importance of emotional intelligence and stress management in a change process, and will allow each participant to know and work on his own communication profile and his/her personal vulnerabilities in situations of stress.

■ Consulting practice and systems approach – C. Serrano

24h – 3 ECTS

- The general objective of this lecture is to develop the participant's ability of facilitation when facing clients with change management challenges in their companies.
- This seminar is directly linked to the Consulting Project the participants will be leading with companies from March to July, which is the lecture's application in the field.
- A specific insight of systems approach is provided, as a non-traditional method for change management consulting, convenient when a company has repeatedly applied change management strategies unsuccessfully.:

▪ Content

Facilitation management consulting

- Clarifying the notion of "facilitation management consulting" (versus expert consulting)
- Balancing the importance of both the task and the relationship with the client
- Creating the relationship with the client (role plays)
- Reminding the two major documents for the Consulting Project: the terms of references with the client and the final report submitted.
- Demand / need analysis and clarification
- Presenting the basic systems principles and their application in business
- Proposing methods and tools of analysis in order to accurately define the client's real need
- Adapting the speech to the communication needs of the client
- Modelling and building the consulting strategy
- Discovering how to draw a human system to perceive influences, relationships and positions
- Determining the suitable change strategy to implement, co-built with the client

■ Consulting into perspective – P. Casse

24h – 3 ECTS

This seminar in two parts will review what consulting (as a business) is about; examine the consulting process from the users' and provider's perspectives; present a "Consulting Model" based on three major consulting tasks i.e. Diagnosis, Decision and Delivery. Quite a few guests will participate in the various sessions. An individual research project will be carried out by the participants between the first and the second seminar.

■ Change Praktikum - G. Kraus and R. Weisz

18h (2 ECTS)

This workshop consists in very realistic simulation of a situation of consultation, where the participants, gathered in consulting teams have to answer a tender offer focused on Change Management issues. To do so they will meet and interview the top executives of the company, who defined the terms of reference of the tender. The participants have the possibility to evaluate the relevance of the demand of the customer, to establish with him a real relation of partnership and cooperation, to envision together different ways to address the changes issues. Then they write and present for the Direction of the company their final proposal.

■ Coaching - N. Chevrier and R. Weisz

18h (2 ECTS)

Coaching skills has become a key dimension of leaderships nowadays. Top executives and managers are not professional coaches, but they have to enable their collaborators to express their talents, facilitate their growth as well as the improvement of their performance. That is the reason why, to be a good leader, a manager must develop his(her) own coaching skills. The workshop has for objective to give the participant a clear awareness of what a coach attitude is, and the fundamental methods and tools manager could use to help and support their collaborators.

The Challenge of Innovation

■ Design Management – MIP-

24h – 3 ECTS

The design management week aims to offer MBA students an introduction to the challenges, approaches, models and applications of design management and design strategy, for those future managers willing to develop and build the appropriate capabilities and skills to successfully manage design driven innovation.

CONTENT:

PART 1: DESIGN AND STRATEGY

- Design and competitive advantage
- What is design? Why and how is Design considered a source of competitive advantage
- Design and Design Driven Innovation
- Design and Innovation strategies. Design Driven Innovation and user centred design.

PART 2: DESIGN MANAGEMENT

- Design research and ethnography
- Design Continuum, Boston-Milan-Seoul.
- Design research: understanding the needs and aspirations of users
- Applied Ethnography
- Empathy

www.dcontinuum.com

- Visit to a Design Studio in Milan
- Managing Design Driven Innovation: the process
- Accessing knowledge on the design discourse: identifying and attracting key interpreters. Integrating knowledge: the meta-project. Influencing the design discourse: the cultural outputs. Case Study: Artemide Metamorfosi.

Understanding socio-cultural trends

- Lifestyles and mindstyles
- How do trend agencies work and how do they participate in the innovation process of their clients: The process of understanding trends in society
- Methods for trend analysis. <http://www.futureconceptlab.com/>

Management and Design: the challenges ahead

■ Finance and Innovation – P. Casanova

6h – 1 ECTS

■ A new Marketing for Innovation – A.M. Guerin

12h – 2 ECTS

This course is an applied marketing course, designed to focus on the specific issues and challenges of innovation. Topics explored include:

- traditional marketing approach and its limits to develop breakthrough innovations
- new dominant logic for marketing,
- customers as innovators approach based on lead-users process

Course objectives are to have participants understand the issues and challenges involved in the marketing for innovation and to understand the key role of lead-users and their contribution to the successful marketing for innovation.

Session 1: Traditional marketing limits and the new dominant logic ; Leads-users and the customers as innovators approach ;Trends identification

Session 2 : Leads-users and the customers as innovators approach :

- Lead-users identification
- Concept design
- Concept testing

Session 3 &4 : Follow up meetings.

Simulation Game

■ Servisim

The Servisim Business Simulation provides a unique learning opportunity to address the challenges of today's business world and to experience the many paradoxes modern leaders have to live with.

Participants operate under the scrutiny of Financial Markets. In this context Value Creation is the name of the game. In their pursuit of Profitable Growth, participants will have to expand more traditional ways of doing business by developing Partnerships which they negotiate with other firms.

Servisim is regularly used in face to face setting, but this Business Simulation has been designed to accommodate for virtual teamwork, with teams scattered all over the world in a full internet context.

Change Consulting project

The objective is to give the participants the opportunity to realise a real consulting mission in a firm or an organisation. These missions deal with real change or transformation processes, either strategic, organisational, technological or human. The Change Consulting Project is a concrete experience of consulting practice and change management.

Every Consulting Project is managed by a team of 3 to 5 participants, integrating competences necessary to the positive achievement of the established objectives.

The participants are coached and supervised during the project by a team of professors of the IAE Aix who hold significant experience in organisational consulting.

There are also several "supervision days" where the supervision faculty team (Robert Weisz and Carolina Serrano) provides with feedback about the consulting methodology and general choices of each team.

Any organization can benefit from a team of MBA participants for the design and implementation of a Consulting Project, as it proposes a mission corresponding to an actual need.

Some examples of current and past consulting projects:

1. Definition of an internal communication plan to establish a positive emulation when implementing for the second time a new information system
2. Diagnosing the actual organisational stage to set up the key success factors for the future needed organisation fitting the development plan
3. Diagnosis and Proposal relative to a production technology change within a microprocessing production factory
4. Feasibility study for the transformation of French SME services into a European company
5. Strategy development (new policy of communication and alliance) for a young IPC company
6. Development of the marketing and communication policy for a professional sports league
7. Redefinition of the internal purchasing function within a press company at the time of ERP installation
8. Establishment of the schedule of sales conditions for a new management software (information system)
9. Diagnosis within an aeronautical company
10. Audit of the international mobility policy for the executives of a multinational corporation
11. Benchmarking and proposals for the creation of a corporate university

International seminars (Electives)

Career Decisions – Bill Acker (UK)

Project Management – John Algar (UK)

Coaching for Performance – Eoin Bnahan (UK)

International Marketing – Michael Baretta (USA)

Management Learning from the Arts – S. Tijnstra (The Netherlands)

Inside the Subprime Mortgage Loan Fiasco : a Risk Management - Bruce Branson (USA)

Conflict Resolution Tools for Managers – Jeanne Capodano (France)

Philosophy and Business – Paul Claudel (France)

Creativity builds Business – Guy Cloutier (Canada)

Strategic Management of Innovation for Competitive Advantage - R. de Filippi (USA)

Macroeconomics for Dummies – R. Dutu (France)

Understanding Globalization – C. Gopinath (USA)

Managing Intercultural Relations - D. Holtbrugged (Germany)

Mergers and Acquisitions – N. Hubbard (USA)

Integrated Branding – a 360 degree approach to branding – Rutu Mody Kamdar (India)

Global Presentations and Public Speaking Skills – Nathalie Kleinschmit (France)

Conducting Business in Russia – V. Kolchanov (Russia)

Strategic Decision Making – Ruth Kowalczyk (UK)

Leading the Implementing of Change – C. Barho (

Market Innovation and Technology-Market Transfer – LF Lages (Portugal)

My happiness : a naïve Dream or a Project for Life – P. Laurent (France)

Sustainable Development in Business – R. Moretti (France)

Design for the other worlds – K. Munshi (India)

Creativity, Creative Thinking and Problem Solving – M. Ottmann (France)

Ethical Decision-Making in Business – M. Painter Morland (USA/South Africa)

Marketing in the Digital Age – P. Reed (Australia)...