



THE BUSINESS SCHOOL OF UCLY

## Business Courses in English, Bachelor level Course Descriptions for exchange students 2017-2018

The following course descriptions briefly describe the course contents, how many credits the course is worth. A full-time course load is 30 ECTS credits per semester. Some courses have pre-requisites that must be taken before enrolling in the class.

### **Basic Accounting, 1<sup>st</sup> year class** 4 credits Bachelor's level

This class introduces financial accounting. It covers the basic concepts underlying financial statements and the accounting principles followed in the preparation of the balance sheet and the income statement.

*This class is offered in the Autumn semester.*

### **Business Ethics, 2<sup>nd</sup> year class** 2 credits Bachelor's level

The lecture will consider the relationship between ethics and business at three levels: micro (the individual), meso (the corporation) and macro (the society). Focusing on business ethics in practice, it considers dilemmas as conflicting courses of action having each their ethical attractions and shortcomings. It will give an insight of how various theoretical perspectives of normative ethics and practical ethics might help to illuminate ethical challenges in business practices.

Corporate social responsibility core subjects will be analysed from these diverse ethical theories.

The shift from market capitalism to collaborative common and social entrepreneurship not only questions the role of the state, the market and civil society at both local and global levels but raise specific ethical issues to business practitioners .

*This class is offered in the Autumn semester.*

### **Business Criminal Law and Business Entities in France, 3<sup>rd</sup> year class**

4 credits Bachelor's level

-Course description to be provided-

*This class is offered in the Spring semester*

**Business Models, 3<sup>rd</sup> year class**  
2 credits Bachelor's level

Succeeding in today's business world is not only a matter of having the best product or the most competitive strategy. It's about having but the most effective/value-generating business model.

Moreover, in the new globalized, ever-changing business environment to survive and thrive in the long-run, to attain a sustainable "high-value" and high-growth market position a business enterprise must constantly find new ways innovative ways to optimize its business models.

Entrepreneurs and managers should be actively engaged in "strategic benchmarking", which is learning from the best practices and critical mistakes resulting from innovative business models launched by other players in a variety of industries, markets and countries.

This course is an in-depth overview of the concepts, tools and frameworks used today to design, calibrate and validate successful business models. We'll also take a look at several examples of how companies were able to innovate and drive value creation through the systematic application of such conceptual frameworks.

***This class is offered in the Autumn semester.***

**Comparative Law and Ethics, 3<sup>rd</sup> year class**

4 credits Bachelor's level

This class looks at the differences and similarities between laws and legal systems in different countries with a focus on business laws. Students will learn the laws and ethical standards that companies must abide by when doing business.

***This class is offered in the Autumn semester***

**Corporate Finance, 3<sup>rd</sup> year class**

4 credits Bachelor's level

Students will learn how to calculate Operating, Investing and Financing Cash Flows using the Indirect Method. They will understand short-term financial needs through cash flow budgeting and the methods and costs required to finance those needs.

The weighted average cost of capital (WACC) will be developed as well as a firm's optimal capital structure and dividend policy.

Finally, this course develops the mathematical tools needed for valuing investment projects, including the determination of the relevant cash flows and the appropriate discount rate. We then use these basic tools to select investment projects (NPV, IRR, Payback, MIRR, Discounted Payback). Lease versus buy and bond refunding decisions will also be covered.

***This class is offered in the Autumn semester.***

## Corporate Social Responsibility, 3<sup>rd</sup> year class

2 credits

Bachelor's level

-Course description to be provided-

***This class is offered in the Spring semester***

## Cost Accounting, 1<sup>st</sup> year class

4 credits

Bachelor's level,

Cost Accounting focuses on preparing and providing accurate financial information to officers and managers within a company. Managers are evaluated on the results of their decisions and this course will provide tools for assisting management in making decisions and for evaluating the effectiveness of those decisions.

***This class is offered in the Spring semester.***

## Cross Cultural Management, class for exchange students only

4 credits

Bachelor's level

This course will give the participants a first set of tools to operate in a sensitive and efficient manner in a culturally diverse work environment

Students will gain an understanding about how culture shapes organization:

- Through belief systems: understanding differences in Eastern and Western world views
- Through value systems: assessing, measuring and comparing specific value differences
- Through norms of interaction: understanding communication styles, the use of time and space and non-verbal language
- Through inner evolutionary dynamics of society

***This class is offered in both the Autumn and Spring semesters.***

## Development of entrepreneurial Projects I & II, 3<sup>rd</sup> year class

6 credits

Bachelor's level

The objective of this course is to get acquainted with the entrepreneurial approach. The proposed education to achieve this goal is to be able to create and develop a project.

This lesson gives you a triple freedom:

- Choice of the working group
- Choice of the business project
- Autonomy in the work organization

This course allows you to comprehensively explore a business idea, to learn how to work on a project mode and acquire entrepreneurial behavior that can be implemented in different professional situations.

***This class takes place in the Autumn and Spring semesters and can only be taken by students who study at ESDES for the whole academic year.***

## Digital and Innovation, 3<sup>rd</sup> year class

4 credits

Bachelor's level

This course provides an introduction to the evolution in marketing strategy with digital innovation. Students will understand how consumer behavior has greatly impacted the way marketers adjust the marketing mix, which itself has been completely re-examined in the light of digital strategies.

***This class is offered in the Autumn semesters.***

## Doing Business in America, 3<sup>rd</sup> year class

2 credits

Bachelor's level

This class will study and compare the American market, businesses, working practices with a focus on different aspects that companies and individuals need to take into mind when doing business in America. Students will study different factors that are influenced by local and corporate culture, and consider how things work differently in organisations for example models of good practice, motivation factors, roles of trade unions, the use of space, time management, control systems, learning processes.

Students will also look at things that could influence the work environment on a national level for example Income and wealth distribution, level of skills of the workforce, access to healthcare and social services, reliability of the transport and communications infrastructures, cost and availability of raw materials and energy, integrity and stability of the political system and trade agreements.

***This class is offered in the Autumn semester.***

## Doing Business in Europe, 3<sup>rd</sup> year class

2 credits

Bachelor's level

This class will study and compare the European market, businesses, working practices with a focus on different aspects that companies and individuals need to take into mind when doing business in Europe. Students will study different factors that are influenced by local and corporate culture, and consider how things work differently in organisations for example models of good practice, motivation factors, roles of trade unions, the use of space, time management, control systems, learning processes.

Students will also look at things that could influence the work environment on a national level for example Income and wealth distribution, level of skills of the workforce, access to healthcare and social services, reliability of the transport and communications infrastructures, cost and availability of raw materials and energy, integrity and stability of the political system and trade agreements.

*This class is offered in the Autumn semester*

## Entrepreneurial Opportunities and Creativity, 2<sup>nd</sup> year class

2 credits

Bachelor's level

- Overview and use of creativity tools and techniques across multiple dimensions (Product, Business Model, services...)
- Comprehension of the changes, new challenges and societal issues which will create the opportunities of tomorrow
- Research and emergence of idea concepts which could be developed furthermore during the scholarship (Conversion of Idea concept into Value Offer, ... )

*This class is offered in the Autumn semester.*

## European Union, 1<sup>st</sup> year class

4 credits

Bachelor's level

Why was the European Union created? What purpose does it serve? How does it work? What are the legal and financial institutions that operate to serve the community? How does the European Union measure up to other international bodies? And what are the future challenges for the EU, are among the questions that will be explored in the class. As part of the course requirements students will write a 20 page term paper in addition to presentations and examinations.

*This class is offered in both the Spring semesters.*

## Finance, 3<sup>rd</sup> year class

4 credits

Bachelor's level

-Course description to be provided-

*This class is offered in the Autumn semester*

## Financial Analysis, 2<sup>nd</sup> year class

4 credits

Bachelor's level

The course is an introduction to the key concepts of financial statements (IFRS / International Financial Reporting Standards) ; it will also focus on some international issues (foreign exchange risks).

***Students who register for this class should already have had a class in Accounting.  
This class is offered in the Autumn semester.***

## Financial Management, 3<sup>rd</sup> year class

4 credits

Bachelor's level

This course looks at the new approaches to financial management. Students will learn different tools to help steer management in terms of finance. The course looks at activity based costing and target costing approaches.

***This class is offered in the Spring semester.***

## Financial Markets, 3<sup>rd</sup> year class

4 credits

Bachelor's level

-Course description to be provided-

***This class is offered in the Autumn semester***

## Financial Mathematics, 1<sup>st</sup> year class

4 credits

Bachelor's level

### Management Mathematics:

Matrix basic calculation and solving linear systems with multiple variables

Optimization of economic functions of several variables with or without constraint

Linear programming (graphical method)

### Financial Mathematics

- Simple and compound interest (interest rate calculation yields or returns, principle of discounting)

- Annuities loans and investment

- Amortization table construction

- Profitability of an investment (NPV, internal rate of return, payback period and choice of funding of this investment)

- Excel Session

***This class is offered in the Spring semester.***

## France in the 21st century: the French Business Context, 1<sup>st</sup> year class

4 credits

Bachelor's level

France has long been among Europe's paramount cultural, political, and economic powers. Yet the upheavals of the 20th century have left a deep mark on France, and have caused France to question its place and its role in contemporary Europe. This course examines France's current standing in Europe from a socio-economic perspective. An in-depth look at how current changes in French society and business are leading France to re-examine its relationship to the wider European context. Specific cases will highlight the way that contemporary French business functions both at home and abroad. As part of the course requirements students will write a 20 page term paper in addition to presentations and examinations in this course.

*This class is offered in the Spring semesters.*

## Fundamentals of Marketing and Sales, 1<sup>st</sup> year class

4 credits

Bachelor's level

### Marketing

Marketing involves two basic sets of activities. The first set starts with identifying consumer needs and ends with positioning the product or service to satisfy those needs and differentiate it from competition. In between, rigorous analysis of the competition, the customer, the environment, and the company's own capabilities are required. The second set of activities revolves around the "marketing mix" – letting the consumer know about the product in an attention-getting, convincing, and motivating way, getting it to the consumer through the best combination of distribution channels, pricing it effectively, and offering incentives to try, purchase, and purchase more. At any point along the way, failure to get one of these activities right may result in the failure of the product. Positioning is the key to product success, but even a perfect product with brilliant positioning won't last long if its benefits are not clearly communicated to the right people, if its price is too high or too low, if it is sold through the wrong retailers, or displayed poorly.

### Sales

This course covers the principles, problems and techniques of one to one selling of ideas, products and services in today's domestic and international markets. Active participation provides practical experience through guided role-playing with techniques for success in sales. Psychological and social aspects of buyer motivation are studied, as well as critical thinking, elements of presentation, and ethics, appropriate for developing beginning sales skills. Course topics include creating value in the buyer-seller relationship, prospecting, sales call planning, communicating the message, negotiating for win-win solutions, closing the sale and follow-up.

*This class is offered in the Autumn semester.*

## Geopolitics and Media Analysis, 1<sup>st</sup> year class

4 credits

Bachelor's level

This course aims to give students a geopolitical vision of the world in which they will be brought to evolve as an economic player. The major issues of the economic, political, military and cultural will be addressed through the prism of the world conflict whose various facets will be explained. A particular emphasis will be given on the notions of report of strength, power and interest.

The political discourse and the media relating to these matters will be submitted to the critical analysis.

*This class is offered in the Spring semester*

## **History of Economic Thought and Economic Facts, 1<sup>st</sup> year class**

**4 credits**

**Bachelor's level**

This course surveys the main schools in the history of the development of economic thought.

Throughout the course, economic theories will be examined in light of the interrelationships between theory and economic conditions - including responses to the current financial and economic global crises.

*This class is offered in the Autumn semester.*

## **Human Resource Management, 2<sup>nd</sup> year class**

**4 credits**

**Bachelor's level**

This course examines the purpose and domain of the human resource management function in organizations. It stresses those skills and techniques used in the various activities within the human resources function, and relate them to the overall management of the organization. HRM activities include the recruitment, selection, and maintenance of a qualified, motivated, and productive workforce. Even if you do not enter into a career in Human Resources, you should understand the topics covered in this course since the job of the general manager is to manage people as well as financial and material resources. Since managers' report that they spend about half their time dealing with "people-related" issues, it is important that you are introduced to the major topics associated with managing people in the context of the global marketplace.

*This class is offered in the Autumn semester.*

## **Industrial Organisation and Economics Dynamics, 3<sup>rd</sup> year class**

**4 credits**

**Bachelor's level**

The course aims to give the main concepts and analytical tools enabling to understand the mechanisms of the contemporaneous economy based on knowledge. In this economy technological innovation (the production of new technological knowledge) sets up the engine of growth of firms, sectors and nations. It is a driver of competition between firms. In that context it matters to seize the main patterns and trends of innovation. The course highlights the determinants of different types of innovation.

*This class is offered in the Autumn semester*

## **Information System Management, 3<sup>rd</sup> year class**

**4 credits**

**Bachelor's level**

-Course description to be provided-

*This class is offered in the Autumn semester*

## Integrated Communication Campaigns, 3<sup>rd</sup> year class

4 credits

Bachelor's level

As markets are becoming more segmented, companies strive to beat the competition. The benefits of having a cohesive brand message and marketing strategy to retain existing customers and to lure new ones will be explored.

This course aims at providing students with the academic knowledge and skills to be able to evolve and coordinate comprehensive communication strategies.

The course mainly focuses on advertising and promotion with a focus on creating integrated campaigns including digital communications and measuring their performance.

Students will study integrated campaigns and related advertising supports to build their knowledge of real brand messages.

Topics include social media, media-planning, branding, reputation, tag lines, PR, press conferences, events and trade shows, as well as crisis management.

***This class is offered in the Spring semester.***

## Interculturality, 1<sup>st</sup> year class

2 credits

Bachelor's level

This course is designed to initiate students into the differences in worldviews that result from our cultural conditioning. Our worldviews, of course, determine what we deem to be the proper way to live, work and interact with others. In this introductory course we look at three of the most salient factors that contribute to building our cultural profiles :

- Our belief systems (religious, spiritual or philosophical) that will shape our thinking about what it means to be a good person, lead a happy life and maintain proper relations with others
- Our national values as transmitted to us by a shared sense of history, the education system that informed us and the political and societal systems within we are used to functioning
- The goals, aspirations and social criteria for virtue and success as transmitted by the social environment we were raised and/or evolve in

The course will provide a set of conceptual tools for assessing the differences in orientation that occur in these three fields.

The students will be brought to apply these tools to the study of any of a variety of contemporary topics from which they will be allowed to choose.

***This class is offered in the Autumn semester***

## International Business Negotiation, 2<sup>st</sup> year class

4 credits

Bachelor's level

The course will deal with the application and development of negotiation techniques in a variety of professional contexts. Students will explore ways to achieve set objectives while remaining loyal to fundamental issues common to quality negotiation practices. This course will set foundations for negotiation skill development through review of the dominant issues in planning and managing the negotiation process, and by focusing on professional objectives and cooperative problem solving techniques. Students will examine the BATNA and hidden interests in order to reach maximum mutual benefit in the negotiation. Role-play and reflection on successful negotiation practices will highlight class activities and case studies. Lectures and reading materials will supplement the core curriculum of exploration and practice of negotiation strategy.

*This class is offered in both the Autumn and Spring semesters.*

## International Business Trade, 3<sup>rd</sup> year class

4 credits

Bachelor's level

Different theories of international business, managing diversity and exchange rates will be explored. Students will learn how the impact of social values, cultural differences, and economic valuables influence international decision making and develop skills in managing diversity.

The class will also enable student to discover the ways in which business import and export goods over international boundaries. The class will cover international merchandise trade and operations.

*This class is offered in both the Autumn and Spring semesters.*

## International Business Strategy

4 credits

Bachelor's level

This course addresses several questions: (1) Why do firms expand abroad? (2) How do firms expand abroad? (3) How does managing a multinational corporation (MNC) differ from managing a domestic firm? (4) How do managers cope with the multiple and often conflicting demands they face when managing cross-border operations?

*Students who register for this class should already have had a class in Strategic Business Management.  
This class is offered in Autumn semester.*

## International Finance

4 credits

Bachelor's level

The course is an introduction to International Finance & Risk Management. It will familiarize students with some key concepts of international finance (foreign exchange rates, investments in emerging countries, hedging instruments...).

Case studies will be widely used with a focus on emerging economies.

***Students who register for this class should already have had a class in Finance.  
This class is offered in both the Autumn and Spring semesters.***

## **International Human Resources Management**

**4 credits**

**Bachelor's level**

This course examines the purpose and domain of the human resource management function in organizations. It stresses those skills and techniques used in the various activities within the human resources function, and relates them to the overall strategy & management of the organization.

***This class is offered in the Autumn semester***

## **International Marketing**

**4 credits**

**Bachelor's level**

This course allows students to better understand the complexity, challenges and strategies of international marketing environments.

Students will gain an understanding of the adaptation that may be needed to the international marketing mix in a global context, apply marketing concepts to the international environment and learn how to implement international marketing for maximum effectiveness.

***This class is offered in both the Autumn and Spring semesters.***

## **International Trade Techniques, 3rd year class**

**4 credits**

**Bachelor's level**

-Course description to be provided-

***This class is offered in the Spring semester***

## **Introduction to Corporate and Social Responsibility, 1<sup>st</sup> year class**

**4 credits**

**Bachelor's level**

The course starts with definition about CSR and associated concepts. Then, it presents how it is difficult to communicate about CSR for a firm. Main theories are next explained in order to give tools to students to understand firm's actions. After that, the courses will focus on main actions linked to CSR: ISO 26000, products development (fair trade, eco friendly products), socially responsible investment, carbon market and the institutionalization of CSR. It will finish with a debate CSR and performance

***This class is offered in the Spring semester***

## Introduction to Entrepreneurship and Entrepreneurial Processes, 1<sup>st</sup> year class

4 credits

Bachelor's level

Some students wonder what entrepreneurship is.

Entrepreneurship goes far beyond starting your own company. It is about detecting and transforming opportunities and creating value for you, for firms and for whole communities. It is about seeing things that others do not see.

Being an entrepreneur means being creative, discovering new environments, and having a mindset that makes you beyond existing things and finding creative answers to present and future problems.

Most of the time, having an entrepreneurial attitude makes you a leader among many followers. That the spirit of this course: to give the Esdes students some basic principles to understand the entrepreneurial spirit and to let them discover and explore a deep understanding of the entrepreneurial process as it applies to launching a new company.

***This class is offered in the Spring semester only.***

## Introduction to French Commercial Law, 2<sup>nd</sup> year class

2 credits

Bachelor's level

-Course description to be provided-

***This class is offered in the Autumn semester***

## Introduction to Law, 1<sup>st</sup> year class

2 credits

Bachelor's level

The law affects every aspect of our lives; it governs our conduct from the cradle to the grave and its influence even extends from before our birth to after our death. We live in a society which has developed a complex body of rules to control the activities of its members. There are laws which govern working conditions (e.g. by laying down minimum standards of health and safety), laws which regulate leisure pursuits (e.g. by banning alcohol on coaches and trains travelling to football matches), and laws which control personal relationships (e.g. by prohibiting marriage between close relatives).

So, what is 'law' and how is it different from other kinds of rules? The law is a set of rules, enforceable by the courts, which regulate the government of the state and govern the relationship between the state and its citizens and between one citizen and another. What is contract?

***This class is offered in the Autumn and Spring semester.***

## Luxury Brand Management

4 credits

Bachelor's level

-Course description to be provided-

***This class is offered in the Spring semester***

## Market Research, 1<sup>st</sup> year class

4 credits

Bachelor's level

This course provides students with an introduction to market research as a business decision-making tool.

*This class is offered in Spring semester.*

## Marketing and Sales: Luxury Industry, 3<sup>rd</sup> year class

4 credits

Bachelor's level

-Course description to be provided-

*This class is offered in the Spring semester*

## Organisation and Innovation, 1<sup>st</sup> year class

4 credits

Bachelor's level

In order to increase organization competitive advantage in a changing environment, corporations have to innovate all along the value chain. Accessing new technologies or new resources, launching new solutions, addressing new markets, designing new business models require that manager's design and change their organizational structures and processes.

In order to analyse the impact of these strategic moves, students have to understand under which premises corporations are organized. Starting from various theoretical insights on organizations and management practices in an organization, students will consider various reciprocal links between organizational design and innovation capabilities of a corporation.

*This class is offered in the Autumn semester*

## Organisational Behaviour and Management, 3<sup>rd</sup> year class

4 credits

Bachelor's level

The objective of this course is to learn good inter-relational management skills in terms of using appropriate comprehensive methodology for the resolution of managerial problems most frequently encountered in business.

*This class is offered in the Autumn in Spring semester*

## Principals of Economics, 2<sup>nd</sup> year class

4 credits

Bachelor's level

This course focuses on the basic concepts and reasoning of microeconomics, giving managers the concepts and methods necessary to control the economic environment and have the theoretical results necessary to tackle courses in industrial economics, business and market finance.

*This class is offered in the Autumn semester*

## Project Management and Community Life, 1<sup>st</sup> year class

2 credits

Bachelor's level

-Course description to be provided-

*This class is offered in the Autumn semester*

## Statistics and Operations Management, 2<sup>nd</sup> year class

4 credits

Bachelor's level

Statistical part

- Case study of synthesis schedules (programs) math first year (with statistics, mathematics of management and financial mathematics)
- Sampling and estimation
- Tests parametrics of comparison of an average or a proportion to a reference value (standard)
- Tests parametrics of comparison of 2 moyennes or 2 proportions
- Opening on the tests not parametrics Mann and Whitney, Wilcoxon and Spearman)

Management of the operations

- Sequencing of the tasks
- Management of stocks with hazards
- Sales forecast (calculation of mobile averages, seasonal coefficients).

*This class is offered in the Autumn semester*

## Statistics and Probability, 1<sup>st</sup> year class

4 credits

Bachelor's level

### Descriptive statistics to a variable:

- Presentation of data in tables and graphs
- Study of the tendency (mode, mean, quantile)
- Study of the risk (variance, coefficient of variation)
- The concentration of study (Gini curve)

### probabilities:

- Reminders (especially conditional probabilities)
- Model Study (Binomial, Poisson and Normal)

### Study of two characters:

- Test of independence and compliance to a model (Chi square)
- Study and quantification of the relationship between two quantitative variables (sales forecasting)

### Excel session

*This class is offered in the Autumn semester*

## Strategic and Operational Marketing, 2<sup>nd</sup> year class

4 credits

Bachelor's level

Strategic and operational marketing aims at helping companies better understand customer preferences and operationalize this knowledge to develop an appropriate marketing mix. Students will learn the components and construction of a strategic marketing plan

ESDES mission, as expressed in its strategic plan Vision 2020, is to train responsible managers to perform in a global and digital economy. For this reason, some cases used in this module will deal with international companies developing in emerging markets or from emerging markets as a way to develop students' awareness of new trends in strategic and operational marketing, particularly with the rise of born global companies.

Intercultural skills are essential to a future manager, therefore, students will be placed in work teams of different nationalities and will be asked to analyze the cultural challenges associated with such working conditions.

Lastly, students will present their project in the form of a business pitch supported by a poster board (and not a PowerPoint presentation). The objective is to stimulate their synthesis and creative skills.

*This class is offered in the Autumn semester*

## Strategic Management, 3<sup>rd</sup> year class

4 credits

Bachelor's level

*This class is offered in the Spring semester*

## Tax Law and Employment Law, 3<sup>rd</sup> year class

4 credits

Bachelor's level

-Course description to be provided-

*This class is offered in the Autumn semester*

## The Wine Industry

4 credits

Bachelor's level

This class looks at the market dynamics of the global wine industry and the consumption of wine across the globe. Students will explore many business areas related to the wine industry including branding, marketing and promotion of wine as well as the logistical aspects of distribution.

The legal and regulatory dynamics of the industry will also be explored and students will gain an insight into what it entails to own and run a vineyard.

*This class is offered in the Spring semester*

## Classes given in French specifically for exchange students

The following classes are offered specifically for exchange students who would like to take classes in French. The level of French that is required for these classes is not as demanding as taking classes with the French students, but a fairly advanced level of French is still necessary to enroll in the classes.

### French Language

4 credits    French

We strongly recommend that students take a French class during their stay in France. Research shows that students benefit more fully from their time in a foreign environment if they have an understanding of the world around them. We provide French classes for beginner to advanced level.

No matter what your level of French is there be a class specially for you. Students are tested when they arrive at the school and put into the appropriate level. All levels are available from students who know no French to those who are fluent in the language.

*This class is offered in both the Autumn and Spring semesters*

# Business Courses in English, Master level

## Course Descriptions for exchange students

### 2017-2018

#### Budgeting in a Global Arena

3,75 ECTS credits

Master's level

Businesses utilize budgets and financial reports on a very large scale. Being able to make decision on the ground of the budgets is one of the key goals of the module. The budgeting process, cost control and management appraisal are key tools for success for any international company that has to cope with a fierce competition on the global stage.

*This class is offered in the Spring semester*

#### Global Challenge Business Game

3,75 ECTS credits

Master's level

It is a web-based simulation training platform in how to run from scratch a business in a highly competitive and changing environment. It could be run through a bunch of rounds between 8 to a maximum of 12 in total and each round has its own market conditions that differ from year to year

*This class is offered in the Spring semester*

#### Global outsourcing, insourcing and e-sourcing

3,75 ECTS credits

Master's level

-Course description to be provided-

*This class is offered in the Spring semester*

#### Global Supply Chain Management

3,75 ECTS credits

Master's level

*This class is offered in the Spring semester*

## **International Business Strategy**

**3,75 ECTS credits**

**Master's level**

-Course description to be provided-

***This class is offered in the Spring semester***

## **Leading and Organizing in a Global Economy**

**3,75 ECTS credits**

**Master's level**

-Course description to be provided-

***This class is offered in the Spring semester***

## **Market Strategy Online**

**3,75 ECTS credits**

**Master's level**

-Course description to be provided-

***This class is offered in the Spring semester***