

## Exchange students

### Bachelor of International Business -

### Year 3

### 2022/2023

**Option 1:** Credit transfer: students who have achieved, in their home university, 2 years (eq. 120 ECTS credits) in a Bachelor program will take some or all the courses of the year 3 (final year) of our BIBA program. Some courses have pre-requisites.

**Option 2:** Double degree: Students who have achieved, in their home university, min. 2 years (eq. 120 ECTS credits) in one of the Bachelor programs indicated in the cooperation agreement signed with their home university, will follow the whole course plan of the year 4 (L3) of our Bachelor of International Business Administration (BIBA) program – Diplôme en Management international des Affaires, visé BAC+3 Grade de Licence, level 6 (180 ECTS).

Semester 1		
Title	#h	ECTS
<b>TU - Digital and analytical competences</b>		
Corporate Finance	30	4
Management Information Systems	30	4
International Economics	30	4
<b>TU - Commercial and entrepreneurial competences</b>		
International Marketing	30	4
Business Models and Value Creation	30	4
<b>TU - Organisational and behavioral competences</b>		
Organisational Behaviour & International HRM	30	4
Behavioural Focus 2	15	2
<b>TU - Open-mindedness and communication</b>		
French Culture and Society	15	2
French as Foreign Language – FLE (not available for native French speaking students)*	30	2
<b>Semester 5 total (EXCHANGE &amp; Double Diploma)</b>	<b>240</b>	<b>30</b>

**\*\*If students are coming from a French-speaking country, they can take instead the following course:**

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 1	<b>Hours</b>	30
	International Business Communication in English	<b>Teaching language</b>	English

**Prerequisites: Intermediate – advance knowledge of English**

<b>Semester 2</b>		
<b>Title</b>	<b># h</b>	<b># credits</b>
<b>TU - Entrepreneurial and managerial competences</b>		
Strategic Management	30	4
Digital Business Transformation	30	4
Sustainable Supply Chains	30	4
Start Up week	30	4
<b>TU - Choosing a professional path** (3 out of 4 to choose)</b>		
Elective - Corporate reputation*	24	3
Elective - International Financial Markets*	24	3
Elective - French Luxury & Excellence*	24	3
Elective - Retail management technology*	24	3
<b>TU - Interdisciplinary competences</b>		
Business game - Sustainable Development	24	3
French Culture and Society (Exchange students semester 6 only)	15	2
French as Foreign Language - FLE (non French speaking students only)	30	2
<b>Semester 6 (EXCHANGE S6 only)</b>	<b>261</b>	<b>32</b>
<b>Semester 6 (EXCHANGE entire Year or DD)</b>	<b>246</b>	<b>30</b>
<b>Annual total for EXCHANGE 1Y &amp; Double diploma</b>	<b>486</b>	<b>60</b>

## Course Syllabus semester 1

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 1	<b>Hours</b>	30
	Corporate finance	<b>Teaching language</b>	English

### Presentation and objectives

The corporate finance course aims to provide the students with operational knowledge (“know-how”) of techniques related to investment decision:

- time value of money,
- valuing common stocks and bonds,
- the risk return relationship,
- weighted average cost of capital and the cost of resources,
- investment decision criteria,
- estimating cash flows for investment decision purposes.
- Calculate the firm's overall cost of resources. Expected outcome: knowledge, understanding and application of techniques to measure the cost and market value of debt, the cost and market value of equity, and the Weighted Average Cost of Capital. Note that this outcome needs knowledge, understanding and application of time value of money techniques.
- Estimate the expected net present value of an investment project. Expected outcome: knowledge, understanding and application of the cash flow estimation techniques and the investment decision process and methods
- Analyze the potential conflicts between the concept of value maximization in finance, and personal or corporate values. Expected outcome: knowledge and understanding of potential ethical conflicts in finance decision making

### Prerequisites

Students are supposed to have a basic knowledge of:

- reading and understanding financial statements
- doing calculations with a spreadsheet and an electronic calculator To review these concepts and techniques, some supplementary handouts will be provided

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 1	<b>Hours</b>	30
	Management Information Systems	<b>Teaching language</b>	English

### **Presentation and objectives**

The main objective of this information systems course is to raise awareness about the major benefits, but also the major pitfalls related to information management. Information Systems are part of management disciplines, their purpose is to enhance organizational performance through better information management. Companies increasingly need to monitor their environment (competitors, consumers and their needs, etc.) and their activities, in order to react as quickly as possible to external evolution and strategic threats or opportunities, by adapting themselves and responding through innovative strategies and internal changes. Through enhanced agility, businesses can innovate and outcompete their rivals. After introducing the main concepts, this course presents (1) the strategic aspects of I.S, (2) the digital world and how to improve the management of strategic information, and (3) examples of the main enterprise applications that improve organizational performance. Other business alternatives are also explored, such as (4) outsourcing and cloud computing. This course concludes with the issues faced when implementing the above elements, i.e., launching (5) I.S. projects, with the opportunities they can offer, but also the estimated costs and potential risks, mainly related to human issues and therefore requiring careful change management.

### **Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 1	<b>Hours</b>	30
	International economics	<b>Teaching language</b>	English

**Presentation and objectives**

The main objective of this International Economics (IE) course is to introduce the main concepts of IE and the impact of these concepts in the International Business. In today's business world, International Economy impact our daily life in ways that sometimes we don't even realize. So, one key takeaway for this course is to raise the concern that the International Economy is wide integrated into the International business concepts and in our life. Understanding international economic integration requires us to define what we mean by the term. During the course we will discuss classical concepts of Economy, but also and perhaps more important, we will learn different ways of measure the Economy performance in the current international environment. The course emphasizes both, the basic concepts of IE and a critical analysis from the current's perspective.

The overall objective of this course is to familiarize students with International Economy concepts, the main concepts and the challenge that IE faces in this time. Through this course, students will:

1. Know, understand the basic concepts and definitions related to International Economy
2. Know and understand. E. Integration into International Business
3. Know, understand how to measure the economic situation of a country
4. Propose different alternatives of measure the international economy in the current concept.

**Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 1	<b>Hours</b>	30
	International Marketing	<b>Teaching language</b>	English

**Presentation and objectives**

Companies often operate in overseas markets and seek to grow by entering foreign markets. Marketing is thus often practiced on an international or global scale. International/global marketing offers unique opportunities and poses unique challenges, which marketers must be able to appreciate, exploit, and address. Marketers need, for instance, to understand differences and similarities among international customers and markets, to tailor products and services to diverse needs of different markets, and to design market entry strategies to operate successfully in foreign markets. This course is designed to serve as an introduction to the theory and practice of international/global marketing. It is designed for students interested in marketing, communication, branding, strategy, and business administration. It is also designed for students who want to start their own company since entrepreneurial ventures are often involved in international business dealings and form relationships with international partners.

**Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 1	<b>Hours</b>	30
	Business Models and value creation	<b>Teaching language</b>	English

### **Presentation and objectives**

"Business Model" is a term widely used by managers, scholars, entrepreneurs, politicians, journalists, students... So widely used that many different definitions co-exist. It often makes discussions sterile and can lead to excruciating misunderstanding. A business model encompasses a large variety of situations and contexts. Its significance depends on the observer and her purpose: are we evaluating an enterprise? Are we creating a new activity? Are we trying to understand the sources of the competitive advantage of an enterprise? Are we presenting our entrepreneurial project? Are we trying to know if an enterprise is worth an investment?

Many managerial questions may have their answers at least partially rooted in the concept or framework of business models. At a point in time in their career, students will be confronted with it.

The intention in this course is to prepare students to respond to this kind of problem. The approach is not purely academic but rather practical relying essentially on tools and their usage.

Simply put, a business model is a plan that details the way a firm intends to make profits. However, it is not a complete description of a particular enterprise. It focusses on the main/key/strategic elements of the model of the enterprise. In a way, it is an abstracted view, a model of the enterprise.

### **Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 1	<b>Hours</b>	30
	Organizational behaviour and International HRM	<b>Teaching language</b>	English

### **Presentation and objectives**

The main objective of this course is to make students understand the values of collaboration and help them understand the managerial ethics and diversity of people in all its forms, in order to be able to exercise an ethical and socially responsible approach to the management of human resources.

This course is an introduction to behavior in organizations. As an introductory course, it aims to foster an awareness and understanding of behavioral phenomena occurring at the individual, interpersonal, group, and organizational level. Topics covered include personality, attitudes, decision making, motivation, diversity, cross-cultural issues, communication, leadership, power, group dynamics, conflict, ethics, organizational structure and design, organizational culture and managing change. In the class, students will:

- 1) gain an awareness of the opportunities and challenges of workplace,
- 2) gain familiarity with theories and concepts relevant to understanding human element at work,
- 3) develop an understanding regarding their application in managing day to day life in the organization,
- 4) improve management-related skills, including reading business cases, writing, oral presentation, planning and organizing tasks for groups, and
- 5) understand and improve their own experience and behavior as a member of the class and of a work group.

### **Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	2
<b>Semester</b>	Semester 2	<b>Hours</b>	15
	Behavior Focus 2	<b>Teaching language</b>	English

### **Presentation and objectives**

Its main objectives are to develop oral communication skills. Students must be able to make a structured and relevant oral argument. In order to prepare them, they will be asked to communicate orally the results of the sessions. As part of their evaluation, they will be asked to present their group work concisely. In addition, the exercises and tools used should help to establish the relationship with others and to encourage exchanges.

Students will need to demonstrate initiative, adaptation, personal organization and be able to build support around achieving a common goal in an ethical logic. In particular, the ability to implement self-organization and adaptation will be worked on. Students must demonstrate their ability to position themselves in a thoughtful and upright attitude as well as to interact with others, particularly in understanding relational business works.

The need to be able to position oneself in a company and to adapt to new situations has created an obligation to reflect on our mental attitudes and personal postures as well as on our individual and collective organizational behaviors. The course's specific skills are:

The first part of the course will increase the student's step back, who must be able to study a situation by knowing the entire communication system in order to adapt his positioning and behavior to the environment. At the end of the course, students must be able to describe the main steps of a method that allows to build a more accurate look to allow easier action and adaptation. Oral group questions are intended to validate this specific skill.

The 2nd, 3rd and 4th parts of the course will develop each student's personal abilities by allowing them to work with tools of self-knowledge and knowledge of others. At the end of the course, students must be able to describe the self-management tool being studied in class as well as the basics of other people's comprehension tools.

### **Prerequisites**

No pre-requisite.



<b>Year of study</b>	3rd Year	<b>ECTS</b>	2
<b>Semester</b>	Semester 1 or 2	<b>Hours</b>	15
	French Culture and Society	<b>Teaching language</b>	English

**Presentation and objectives**

This course has been designed as a tool to help international students success fullyintegrate French society by observing and fully understanding the various aspects of French life and culture. The idea is to make it as easy as possible to understand, thereforeaccept and tolerate the cultural differences that students will encounter not only in France, but also in the cross-cultural work force later on. This course will help students gain “Cultural Intelligence” (known as CQ). The 4 concepts of CQ (drive, knowledge, strategy and action) will transform students into pertinent cultural observers, enabling them to fully understand and develop the notions of international openness, multiculturalism and diversity while promoting academic inclusiveness. Students will be required to channel their energy and generate shared commitment by obtaining common objectives in various “Learning by Doing Activities”. These activities will enhance cultural understanding and the notion of cultural diversity while allowing students to establish relationships as well as develop their listeningand team motivation skills. At the same time, students will also improve their analytical and problem-solving skills in the process. As a result, students will adapt to multiculturalism on different levels and be more open to the norms of another culture while maintaining their own values and identity. The main objective of the course is to require students to work in a different multicultural work team in every session as a way toexchange about their own cultural differences while “Frenchifying” themselves together in order to ensure a successful experience in France.

**Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	2
<b>Semester</b>	Semester 1	<b>Hours</b>	30
	French as Foreign Language -FLE *	<b>Teachinglanguage</b>	French

\*Only for international and non French speaking, mother tongue

**Presentation and objectives** French as

Foreign Language **Prerequisites**

None

## Course Syllabus semester 2

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 2	<b>Hours</b>	30
	Strategic management	<b>Teaching language</b>	English

### Presentation and objectives

Strategy is a vital tool for corporate managers. Therefore, the primary objective of this course is that students understand the factors that affect the overall performance of a company. This course will thus begin with a presentation and an explanation of the main models, concepts, and theories of the field making it possible for students to understand the complexity of the business world and the need for using the intellectual tools necessary to apprehend it. These theoretical elements will be studied and discussed in class, around real examples drawn from the professional literature, or the personal experience of the teacher and the students. Such an approach will encourage students to evaluate the contributions and the limits of these theoretical tools, through critical thinking. Hence, students will not only be able to identify the factors which affect the overall performance of an organization but will also be able to evaluate them; allowing them the later use of those concepts as well as a deep understanding of how strategy helps companies to be successful. Understanding industry and global dynamics inducing change will prepare them for the challenges they have to face in their life as managers.

### Prerequisites

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 2	<b>Hours</b>	30
	Digital business Transformation	<b>Teaching language</b>	English

### **Presentation and objectives**

Digital business is disrupting the economy: computers and robots are increasingly replacing humans, while organizations flatten benefitting a few behemoths and many small companies. In this course we will look at a large variety of examples of digital business and study the benefits and drawbacks of their activities.

McAfee & Brynjolfsson (2017) see digital business as a sector that brings about and takes advantage of three distinct but related trends: Machines taking over activities traditionally carried out by human, the ever more present intermediation by platforms of consumer- producer interactions, and the increasing role of outsiders in organizations that run as digital business. After an introductory session devoted to its organization and approach, this course devotes three separate blocks of six sessions to each of these trends. Finally, Digital Marketing and all the social media impact will be analyzed, and the students will comprehend the implication in the current business context.

### **Prerequisites**

The course builds upon concepts seen in the first semester in the courses on information systems and business model and value proposition.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 2	<b>Hours</b>	30
	Sustainable Supply Chains	<b>Teaching language</b>	English

### **Presentation and objectives**

This course aims to introduce students to decisions that firms should consider when operating successfully within supply chains. The course addresses the structure and business processes of a supply chain and the design and implementation of strategic decisions within global supply chains, including implications of social, environmental factors and new digital technologies.

Students will achieve the following learning outcomes:

- Discuss fundamental concepts of supply chain management, including a definition of supply chain effectiveness with regard to three criteria: profit, people and environment
- Discuss and analyze the critical importance of supply chain decisions on firms' competitiveness
- Select and apply of appropriate tools and techniques to manage a supply chain and achieve overall efficiency and effectiveness.
- Analyze the social and environmental issues in supply chain decision-making

### **Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	4
<b>Semester</b>	Semester 2	<b>Hours</b>	30
	Start Up Week	<b>Teaching language</b>	English

### **Presentation and objectives**

Startup Week is a module that results from Montpellier Business School's desire to give each student completing their Bachelor program a methodology for business creation and to develop their entrepreneurial spirit, by realizing that every one of them is a potential future entrepreneur.

The coordination of the event and support for students is provided by the MBS Entrepreneurship Center where coaches and expert business creators intervene.

### **Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	3
<b>Semester</b>	Semester 2	<b>Hours</b>	24
	Elective - Corporate reputation	<b>Teaching language</b>	English

**Presentation and objectives**

The objective of this course is to develop the knowledge of the main concepts and theories in corporate communication in order to be able to build, promote and defend the image and reputation of a company. With the internet and social media growing impact on reputation, corporate reputation concerns everyone, everywhere in small, medium and large companies.

Students will be able to:

-Explore the role of corporate reputation and what are the key issues that need to be considered when managing reputation.

-Define the stakeholder theory and map the stakeholders in new business models. - Understand the nature, role and scope of corporate communication and consider the relationship between corporate identity and corporate reputation. Explore the reasons why organizations use corporate communication.

-Acquire skills in building a corporate identity: message framing, corporate ad, public relations, sponsorship activities.

-Examine the corporate identity mix and consider the different methods of corporate communication to influence specific stakeholders especially for internal communication, media relations, crisis communication. - Students will analyze what went wrong and right in a real crisis communication case.

**Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	3
<b>Semester</b>	Semester 2	<b>Hours</b>	24
	Elective - International Financial Markets	<b>Teaching language</b>	English

### **Presentation and objectives**

The main objective of this course is to provide a broad overview of the international financial market by wide range of topics related to the theory and practice of the global financial markets. Its purpose is not to produce “experts”, but to give to the students a rich financial culture education and solid understanding of what modern managers need to know in financial landscape. Beyond the transmission of “pure” financial knowledge, this course aims at helping the beginners in finance to grow and meet various learning goals.

First, the course attempts to improve the Analytical and problem solving skills: the strategic thinking of the business judgment is critical for a successful career. The students in this course are encouraged to select, analyze, discuss relevant information in a given context and then interpret their key assumptions as well as business decision. The participants will develop the ability to think strategically about the proposed topics and to analyze the impact of them over a variety of countries and economic areas.

Second, the course targets at the development of the Interpersonal and communication skills: all participants of this course are required to prepare an oral presentation on various topics in global international market. They are expected to provide develop rational and convincing argumentation for their ideas. Furthermore, students will frequently work in group for discussions and debates in classes. This goal will be improving students’ communication skills and their relation skills to works with different colleagues from different education backgrounds.

Third, one feature of this course is the Ethics, diversity and global responsibility. Future managers need understand the importance of being open minded and have the basic skills to work with people from different cultural background. The students of this course are from all over the world, and they are encouraged to build working team with classmates form different culture backgrounds. During the group presentation, topic discussions or debates, they are encouraged to show their own culture and also to open themselves to that of their classmates.

### **Prerequisites**

No pre-requisite.



<b>Year of study</b>	3rd Year	<b>ECTS</b>	3
<b>Semester</b>	Semester 2	<b>Hours</b>	24
	Elective - French luxury and excellence	<b>Teaching language</b>	English

### **Presentation and objectives**

If the term luxury is used everywhere and all the time and that concepts never cease to appear in order to always differentiate one's luxury; no one seems to be able to give a clear definition of this sector.

Some speak of "hyper luxury", "mass stem" of "trading up", "ultra premium" "opuluxe ....

Leading to a term that no one can come up with in a precise definition Luxury is not only a product, a know-how, it is above all a different and global way to understand the customers, to manage the brand and the company which makes it its success.

The aim of this course is to clarify the different elements contributing to the success of this sector and the implications that can be extended to other sectors in order to improve their operation through the establishment of a luxury strategy (Example: Apple. The purpose of this course is to allow the student to:

- benefit from an increased general culture because of the social, societal and economic implications of such an industry
- be an informed consumer
- better understand an economically and symbolically powerful industry around the world

### **Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	3
<b>Semester</b>	Semester 2	<b>Hours</b>	24
	Retail management technology	<b>Teaching language</b>	English

### **Presentation and objectives**

This course discusses the retail management as a business function. It also examines how the use of digital information technologies can make the point of sale more effective and efficient and even completely transform the sales and customer relationship management. The course will be useful not only to students who are seeking to join and develop established retail stores as employees, but also for those who are aiming to develop their own business.

#### Learning goals

- Organize different aspects of the operations of a physical or an online store to implement the general marketing strategy of the business.
- Develop processes regarding the selection, training, motivation, and retention of sales force employees.
- Use digital technologies to build understanding of customer needs and behaviors.
- Design an appropriate mix of digital technologies and physical experience to manage customer relationship, before and after the sale.
- Manage social networks and deal with unsatisfied customers online and in-store.
- Define relevant performance indicators and manage the sales budget as well as the overall retail performance.
- Make responsible sales-related and managerial decisions in accordance with legal and ethical principles and norms.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	3
<b>Semester</b>	Semester 2	<b>Hours</b>	24
	Business Game – Sustainable Development	<b>Teaching language</b>	English

### **Presentation and objectives**

The simulated companies are competing within their national market in the production and marketing of skis of a technical nature (resins and fibers). At the beginning of the game, technical progress allows the producer to launch skis using the same technology, (the same machines and processes) but with different raw materials and with highly varied performance characteristics and price factors. This technical progress also makes it possible to envisage countering the seasonal nature of sales, which regularly leads to financing problems, (particularly of stock), by diversifying into the counter-seasonal production of racquets, on the condition that the manufacturer acquires specific new machines. The companies sell their products through the intermediary of a network of specialist sport retailers, but they also seek to make direct contact with the consumer through advertising.

Ariane raises the problems encountered by businesses operating in a highly competitive environment, regarding the choice of a portfolio of products with strongly seasonal characteristics, as well as in situations where the risk of jeopardizing is high. In addition to the issue of competitiveness due to innovation, other factors affecting competitiveness related to production management costs must be taken into account.

Moreover, a central issue to be addressed by the teams is the social and environmental impact of the decisions made. These aspects affect the sourcing of the raw materials (recycled plastics), level of salaries (industry standards and offshoring), strategic positioning and marketing communication (market segments), investment in machinery (new technologies), and the management of the entire supply chain.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	2
<b>Semester</b>	Semester 1 or 2	<b>Hours</b>	15
	French Culture and Society	<b>Teaching language</b>	English

### **Presentation and objectives**

This course has been designed as a tool to help international students' success fully integrate French society by observing and fully understanding the various aspects of French life and culture. The idea is to make it as easy as possible to understand, therefore accept and tolerate the cultural differences that students will encounter not only in France, but also in the cross-cultural work force later on. This course will help students gain "Cultural Intelligence" (known as CQ). The 4 concepts of CQ (drive, knowledge, strategy and action) will transform students into pertinent cultural observers, enabling them to fully understand and develop the notions of international openness, multiculturalism and diversity while promoting academic inclusiveness. Students will be required to channel their energy and generate shared commitment by obtaining common objectives in various "Learning by Doing Activities". These activities will enhance cultural understanding and the notion of cultural diversity while allowing students to establish relationships as well as develop their listening and team motivation skills. At the same time, students will also improve their analytical and problem-solving skills in the process. As a result, students will adapt to multiculturalism on different levels and be more open to the norms of another culture while maintaining their own values and identity. The main objective of the course is to require students to work in a different multicultural work team in every session as a way to exchange about their own cultural differences while "Frenchifying" themselves together in order to ensure a successful experience in France.

### **Prerequisites**

No pre-requisite.

<b>Year of study</b>	3rd Year	<b>ECTS</b>	2
<b>Semester</b>	Semester 2	<b>Hours</b>	30
	French as Foreign Language -FLE *	<b>Teachinglanguage</b>	French

\*Only for international and non-French speaking, native language

**Presentation and objectives** French as

Foreign Language **Prerequisites**

None