

Catalogue des cours électifs

Course catalog of electives

2022 - 2023

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2022- 2023 Elective Course List

Disciplines	Courses	Courses descriptions	Instructional Designers		Codes	ECTS	Delivery Modes	Language	Pre-requisites	Academic Departements	Cycles					
											C1	C2	C3	C4	C5	C6
Accounting, Corporate Finance & Economics	Economics of Digital Ecosystems	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2F05_E2MS_2022-2023.pdf	RUBLE	Richard	5A2F05	5	Présentiel	EN	None	Quantitative Finance and Economics	x		x			
Accounting, Corporate Finance & Economics	Energetique et Entrepreneuriat Vert	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2F07_E2MS_2021-2022.pdf	LECOURTOIS	Olivier	5A2F07	5	Présentiel	FR	None	Quantitative Finance and Economics		x		x		
Accounting, Corporate Finance & Economics	Evaluation d'actifs intangibles	Please check the slybus builder in your makersboard	LECOURTOIS	Olivier	5A2F08	2,5	Présentiel	FR	None	Quantitative Finance and Economics			x			
Accounting, Corporate Finance & Economics	Economics Fondations For Strategy	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_EC100_E2MS_2022-2023.pdf	VERSAEVEL	Bruno	EC100	5	Présentiel	EN	None	Quantitative Finance and Economics	x					
Accounting, Corporate Finance & Economics	Diversité des Capitalismes	Please check the slybus builder in your makersboard	DI DOMENICO	Christine	HUMA03	5	Présentiel	FR	None	Quantitative Finance and Economics	x		x			
Accounting, Corporate Finance & Economics	Economie contemporaine	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_EC118_E2MS_2022-2023.pdf	MOKHTARI	Abdel	EC118	5	Présentiel	FR	None	Quantitative Finance and Economics					x	
Accounting, Corporate Finance & Economics	Economie de la Concurrence	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_EC204_E2MS_2022-2023.pdf	VERSAEVEL	Bruno	EC204	2,5	Présentiel	FR	None	Quantitative Finance and Economics		x	x			
Accounting, Corporate Finance & Economics	Economie Internationale	Please check the slybus builder in your makersboard	DI DOMENICO	Christine	EC139	5	Présentiel	FR	None	Quantitative Finance and Economics					x	
Accounting, Corporate Finance & Economics	Economie Sociale et Solidaire	Please check the slybus builder in your makersboard	DI DOMENICO	Christine	HUMA05	5	Présentiel	FR	None	Quantitative Finance and Economics	x			x		
Accounting, Corporate Finance & Economics	Risk management of banks & insurance companies	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2F02_E2MS_2022-2023.pdf	TAVIN	Bertrand	5A2F02	5	Présentiel	EN	None	Quantitative Finance and Economics			x			
Accounting, Corporate Finance & Economics	Advanced Quantitative Portfolio Management	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2F03_E2MS_2021-2022.pdf	MAILLET	Bertrand	5A2F03	5	Présentiel	EN	None	Quantitative Finance and Economics					x	
Accounting, Corporate Finance & Economics	CFA Level I Prep Equity Investments	Please check the slybus builder in your makersboard	WILLIAMS	Owen	5A2F04	5	Présentiel	EN	5A2F04	Quantitative Finance and Economics					x	
Accounting, Corporate Finance & Economics	CFA Level I Prep Financial Statement Analysis	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2F04_E2MS_2021-2022.pdf	WILLIAMS	Owen	5A2F04	5	Présentiel	EN	None	Quantitative Finance and Economics	x		x			
Accounting, Corporate Finance & Economics	Commodities and Credit Derivatives	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF133_E2MS_2022-2023.pdf	SCHNEIDER	Lorenz	GF133	5	Présentiel	EN	None	Quantitative Finance and Economics	x					
Accounting, Corporate Finance & Economics	Derivatives	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF31_E2MS_2022-2023.pdf	CHEVALIER-ROIGNANT	Benoit	GF31	5	Présentiel	EN	GF36	Quantitative Finance and Economics		x		x		
Accounting, Corporate Finance & Economics	Finance Ethique et Solidarité	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_HUMA08_E2MS_2022-2023.pdf	MOKHTARI	Abdel	HUMA08	5	Présentiel	FR	None	Quantitative Finance and Economics		x	x	x	x	
Accounting, Corporate Finance & Economics	Financial Macroeconomics	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF131A_E2MS_2022-2023.pdf	MOKHTARI	Abdel	GF131A	5	Présentiel	EN	None	Quantitative Finance and Economics	x		x			
Accounting, Corporate Finance & Economics	Financial Risk Management	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF38_E2MS_2021-2022.pdf	MAILLET	Bertrand	GF38	5	Présentiel	EN	None	Quantitative Finance and Economics	x		x			
Accounting, Corporate Finance & Economics	Fixed Income: cash flow valuation & hedging	Please check the slybus builder in your makersboard	SCHNEIDER	Lorenz	GF37	5	Présentiel	EN	None	Quantitative Finance and Economics		x		x		
Accounting, Corporate Finance & Economics	Global Capital Markets	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF57_E2MS_2021-2022.pdf	LECOURTOIS	Olivier	GF57	5	Distanciel synchrone	EN	None	Quantitative Finance and Economics	x					x
Accounting, Corporate Finance & Economics	Green Finance - Concepts & Quantitative Methods	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2F10_E2MS_2022-2023.pdf	COQUERET	Guillaume	5A2F10	5	Présentiel	EN	None	Quantitative Finance and Economics	x		x			
Accounting, Corporate Finance & Economics	Insurance Markets	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GA11_E2MS_2021-2022.pdf	LECOURTOIS	Olivier	GA11	5	Distanciel synchrone	EN	None	Quantitative Finance and Economics						x
Accounting, Corporate Finance & Economics	Introduction to Financial Markets	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2F11_E2MS_2022-2023.pdf	CHEVALIER-ROIGNANT	Benoit	5A2F11	5	Présentiel	EN	None	Quantitative Finance and Economics		x	x	x		
Accounting, Corporate Finance & Economics	Portfolio management	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF27A_E2MS_2022-2023.pdf	ANDRE	Eric	GF27A	5	Présentiel	EN	None	Quantitative Finance and Economics	x		x			
Accounting, Corporate Finance & Economics	Probabilities for firm	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF36_E2MS_2022-2023.pdf	SCHNEIDER	Lorenz	GF36	5	Présentiel	EN	None	Quantitative Finance and Economics			x			
Accounting, Corporate Finance & Economics	VBA for finance	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2F01_E2MS_2022-2023.pdf	SCHNEIDER	Lorenz	5A2F01	2,5	Présentiel	EN	None	Quantitative Finance and Economics			x	x		
Accounting, Corporate Finance & Economics	China's Financing of Innovation	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SHGF17_E2MS_2022-2023.pdf	ZVLAK	Nikola	SHGF17	5	Présentiel	EN	None	Innovation and Entrepreneurship			x			
Accounting, Corporate Finance & Economics	Business Finance in Asia	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SHGF10_E2MS_2022-2023.pdf	LAN	Sai	SHGF10	5	Distanciel synchrone	EN	None	Accounting and Corporate Finance			x			
Accounting, Corporate Finance & Economics	Finance for Startups	Please check the slybus builder in your makersboard	MOORE	Rickie	5A2I23	5	Présentiel	EN	None	Innovation and Entrepreneurship			x			
Accounting, Corporate Finance & Economics	Audit externe	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GC37_E2MS_2022-2023.pdf	HOTTEGINDRE	Géraldine	GC37	5	Présentiel	FR	GF106 ou GF106A	Accounting and Corporate Finance		x		x		
Accounting, Corporate Finance & Economics	BI pour le pilotage de la performance	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2A05_E2MS_2021-2022.pdf	CIAMPI	Claire	5A2A05	5	Présentiel	FR	GG100 ou GG100A	Accounting and Corporate Finance	x		x			
Accounting, Corporate Finance & Economics	Compta financière avancée	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF107_E2MS_2021-2022.pdf	ROUANNE	Maïte	GF107	5	Présentiel	FR	5A2A08 ou GF106 ou GF106A ou GG100 ou GG100A	Accounting and Corporate Finance		x			x	
Accounting, Corporate Finance & Economics	Contrôle de Gestion	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GG100_E2MS_2021-2022.pdf	LOISON	Marie-Claire	GG100	5	Présentiel	FR	None	Accounting and Corporate Finance		x	x	x		
Accounting, Corporate Finance & Economics	Contrôle interne et Risk Management	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GC38_E2MS_2021-2022.pdf	CHAPPOTTEAU	Georges	GC38	5	Présentiel	FR	None	Accounting and Corporate Finance		x				
Accounting, Corporate Finance & Economics	Global Perspective of Financial Account	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF106A_GE_2022-2023.pdf	HOTTEGINDRE	Géraldine	GF106A	5	Présentiel	EN	None	Accounting and Corporate Finance	x					x
Accounting, Corporate Finance & Economics	Management & cost accounting	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GG100A_E2MS_2021-2022.pdf	LOISON	Marie-Claire	GG100A	5	Présentiel	EN	None	Accounting and Corporate Finance		x	x	x		
Accounting, Corporate Finance & Economics	Perspective globale de la comptabilité	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF106_E2MS_2022-2023.pdf	HOTTEGINDRE	Géraldine	GF106	5	Présentiel	FR	None	Accounting and Corporate Finance	x	x	x	x	x	
Accounting, Corporate Finance & Economics	Advanced corporate finance I	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF120A_E2MS_2022-2023.pdf	BELZE	Loïc	GF120A	5	Présentiel	EN	5A2A08 ou GF106 ou GF106A ou GG100 ou GG100A	Accounting and Corporate Finance	x					
Accounting, Corporate Finance & Economics	Analyse fina. des mouvements strat.	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF150_E2MS_2021-2022.pdf	ROUANNE	Maïte	GF150	5	Présentiel	FR	5A2A08 ou GF106 ou GF106A ou GG100 ou GG100A	Accounting and Corporate Finance		x	x	x	x	
Accounting, Corporate Finance & Economics	Capital markets	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF122A_E2MS_2022-2023.pdf	BELZE	Loïc	GF122A	5	Présentiel	EN	GF12 ou GF12A ou GF120 ou GF120A ou GF25 ou GF25A	Accounting and Corporate Finance				x		
Accounting, Corporate Finance & Economics	Diagnostic financier	Please check the slybus builder in your makersboard	BRIVADY	Jean-Pascal	GF12	5	Présentiel	FR	5A2A08 ou GF106 ou GF106A ou GG100 ou GG100A	Accounting and Corporate Finance			x			x
Accounting, Corporate Finance & Economics	Entrepreneurial Finance, VC & PE	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF26A_E2MS_2022-2023.pdf	GROH	Alexander	GF26A	5	Présentiel	EN	GF12 ou GF12A ou GF120 ou GF120A ou GF25 ou GF25A	Accounting and Corporate Finance				x	x	x
Accounting, Corporate Finance & Economics	Fin structurés : actif, projet & LBO	Please check the slybus builder in your makersboard	BRIVADY	Jean-Pascal	GF102	5	Présentiel	FR	GF12 ou GF12A ou GF120 ou GF120A ou GF25 ou GF25A	Accounting and Corporate Finance			x		x	
Accounting, Corporate Finance & Economics	Finance d'entreprise avancée I	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF120_E2MS_2022-2023.pdf	BELZE	Loïc	GF120	5	Présentiel	FR	5A2A08 ou GF106 ou GF106A ou GG100 ou GG100A	Accounting and Corporate Finance	x		x			
Accounting, Corporate Finance & Economics	Financial Diagnosis	Please check the slybus builder in your makersboard	BRIVADY	Jean-Pascal	GF12A	5	Présentiel	EN	5A2A08 ou GF106 ou GF106A ou GG100 ou GG100A	Accounting and Corporate Finance			x			
Accounting, Corporate Finance & Economics	Fusion/Consolidation	Please check the slybus builder in your makersboard	ROUSSET	Isabelle	GC33	5	Présentiel	FR	GF106 ou GF106A	Accounting and Corporate Finance		x			x	
Accounting, Corporate Finance & Economics	Introd à la modélisation financière	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2A08_E2MS_2021-2022.pdf	BRIVADY	Jean-Pascal	5A2A08	5	Présentiel	EN	None	Accounting and Corporate Finance	x				x	
Accounting, Corporate Finance & Economics	Modélisation financière avancée	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2A09_E2MS_2021-2022.pdf	BRIVADY	Jean-Pascal	5A2A09	5	Présentiel	EN	5A2A08	Accounting and Corporate Finance					x	x
Accounting, Corporate Finance & Economics	Trésorerie & financements internat.	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF24_E2MS_2021-2022.pdf	LYAGOUBI	Myriam	GF24	5	Présentiel	FR	5A2A08 ou GF106 ou GF106A ou GG100 ou GG100A	Accounting and Corporate Finance	x				x	
Accounting, Corporate Finance & Economics	Practicing Corporate Valuation	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF25A_E2MS_2022-2023.pdf	ALPEROVYCH	Yan	GF25A	5	Présentiel	EN	5A2A08 ou GF106 ou GF106A ou GF12 ou GF12A ou GG100 ou GG100A	Accounting and Corporate Finance		x	x			
Accounting, Corporate Finance & Economics	Pratique de l'évaluation des entreprises	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GF25_E2MS_2021-2022.pdf	BRIVADY	Jean-Pascal	GF25	5	Présentiel	FR	5A2A08 ou GF106 ou GF106A ou GF12 ou GF12A ou GG100 ou GG100A	Accounting and Corporate Finance		x		x		
Accounting, Corporate Finance & Economics	BI for performance management	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2A06_E2MS_2021-2022.pdf	CIAMPI	Claire	5A2A06	5	Présentiel	EN	GG100 ou GG100A	Accounting and Corporate Finance			x	x		
Accounting, Corporate Finance & Economics	Corporate Governance	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2A13_E2MS_2022-2023.pdf	MUKHERJEE	Shibashish	5A2A13	5	Présentiel	EN	None	Accounting and Corporate Finance	x					
Accounting, Corporate Finance & Economics	Ethics and Governance	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_GC41A_E2MS_2022-2023.pdf	PUYOU	François-Régis	GC41A	5	Présentiel	EN	None	Accounting and Corporate Finance	x					
Accounting, Corporate Finance & Economics	Motabi for Finance	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2A14_E2MS_2022-2023.pdf	SCHOCH	Daniela	5A2A14	5	Présentiel	EN	None	Accounting and Corporate Finance			x		x	
CSR and sustainability	Systems Thinking and Sustainability	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_PG102_E2MS_2022-2023.pdf	STRUBEN	Jeroen	PG102	5	Présentiel	EN	None	Strategy and organization		x	x	x	x	
CSR and Sustainability	Fonda. des transitions énergétiques	https://syllabus.em-lyon.com/api/Syllabi/pdf/emly														

Humanities	EU Competition Law		TERCINET	Anne	DR13	5	Présentiel	EN	None	Law, Management and Social Sciences			x			
Humanities	Droit des Sociétés	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_DR26_E2M5_2022-2023.pdf	FRANCONNET	Alexandra	DR26	5	Présentiel	FR	None	Law, Management and Social Sciences	x		x			
Humanities	Droit du travail	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2H08_E2M5_2022-2023.pdf	FERON	Bastien	5A2H08	5	Online asynchrone	FR	None	Law, Management and Social Sciences	x	x	x	x	x	
Humanities	Introduction à l'ethnographie	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2S05_E2M5_2022-2023.pdf	DUMONT	Guillaume	5A2S05	5	Présentiel	FR	None	Law, Management and Social Sciences			x	x		
Humanities	Management of Intellect. Property Rights	Please check the slybus builder in your makersboard	SCICLUNA	Julien	5A2H09	5	Présentiel	EN	None	Law, Management and Social Sciences		x	x			
Humanities	Management projet culturel	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MT40_E2M5_2022-2023.pdf	ALVARADO	Marc	MT40	5	Présentiel	FR	None	Law, Management and Social Sciences				x		
Humanities	Penser l'Humain : Philosophie et Managt.	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2S04_E2M5_2022-2023.pdf	PEREZTS	Mar	5A2S04	5	Présentiel	FR	None	Law, Management and Social Sciences		x	x	x	x	
Humanities	Power and Politics	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_HUMA11_E2M5_2022-2023.pdf	SOUIAH	Farida	HUMA11	5	Présentiel	EN	None	Law, Management and Social Sciences	x	x	x	x	x	
Humanities	Psychanalyse et Management	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2S01_E2M5_2022-2023.pdf	DRUMMOND	Virginia	5A2S01	5	Présentiel	FR	None	Law, Management and Social Sciences	x		x	x		
Humanities	Sciences and Technology in the Anthro.	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2S06_GE_2022-2023.pdf	ARNHOLD	Valérie	5A2S06	5	Présentiel	EN	None	Law, Management and Social Sciences			x	x	x	
Innovation and entrepreneurship	Doing Business in India	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2I06_E2M5_2022-2023.pdf	ANAND	Mohit	5A2I06	5	Présentiel	EN	None	Innovation and Entrepreneurship	x		x			
Innovation and entrepreneurship	Innovation & Géopolitique de l'énergie	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_PG50_E2M5_2021-2022.pdf	CATEURA	Olivier	PG50	5	Présentiel	FR	5A2I08	Innovation and Entrepreneurship					x	x
Innovation and entrepreneurship	Innovation Ecosystem in Emerging Econom.	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2I18_GE_2022-2023.pdf	KHVATOVA	Tatiana	5A2I18	5	Présentiel	EN	5A2I08	Innovation and Entrepreneurship	x					
Innovation and entrepreneurship	Innovation&Entrepreneurship Perspectives	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2I08_E2M5_2021-2022.pdf	FRIEDMANN	Christian	5A2I08	5	Présentiel	EN	None	Innovation and Entrepreneurship	x	x	x	x		
Innovation and entrepreneurship	New venture, growth and development	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_PG49_E2M5_2021-2022.pdf	SMITH	Celina	PG49	5	Présentiel	EN	None	Innovation and Entrepreneurship			x			
Innovation and entrepreneurship	Social Entrepreneurship in Action (Consulting)	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_HUMA13_E2M5_2021-2022.pdf	DUBARD BARBOSA	Soulo	HUMA13	5	Distanciel synchrone	EN	5A2I08	Innovation and Entrepreneurship				x	x	x
Innovation and entrepreneurship	The entrepreneurial pitch: the power of storytelling	Please check the slybus builder in your makersboard	CLARKE	Jean	5A2I01	5	Présentiel	EN	None	Innovation and Entrepreneurship				x	x	
Innovation and entrepreneurship	Innovation at the bottom of the pyramid	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2I05_E2M5_2022-2023.pdf	ANAND	Mohit	5A2I05	5	Présentiel	EN	5A2I08	Innovation and Entrepreneurship	x		x	x		
Innovation and entrepreneurship	Analyse de projets startups à potentiel de croissance	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_PG60_E2M5_2022-2023.pdf	GOUJET	Régis	PG60	5	Présentiel	FR	None	Innovation and Entrepreneurship	x			x		
Innovation and entrepreneurship	Corporate Entrepreneurship	Please check the slybus builder in your makersboard	NOFAL	Ahmed	5A2I19	5	Distanciel synchrone	EN	None	Innovation and Entrepreneurship						x
Innovation and entrepreneurship	Création d'entreprises à Impact	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_HUMA16_E2M5_2022-2023.pdf	DUMONT	Guillaume	HUMA16	5	Présentiel	FR	5A2I08	Innovation and Entrepreneurship			x	x		
Innovation and entrepreneurship	Digital Entrepreneurship	Please check the slybus builder in your makersboard	KAYSERS	Félix	5A2I20	5	Présentiel	EN	None	Innovation and Entrepreneurship	x					
Innovation and entrepreneurship	Entrepreneurship & Design Thinking	Please check the slybus builder in your makersboard	MOORE	Rickie	5A2I24	5	Présentiel	EN	None	Innovation and Entrepreneurship			x			
Innovation and entrepreneurship	Innovation & Technology Venturing	Please check the slybus builder in your makersboard	PALUBINSKAS	Almantas	5A2I26	5	Présentiel	EN	None	Innovation and Entrepreneurship			x			
Innovation and entrepreneurship	International Family Business	Please check the slybus builder in your makersboard	MOORE	Rickie	5A2I21	5	Présentiel	EN	None	Innovation and Entrepreneurship	x					
Innovation and entrepreneurship	Introduction to Innovation Management	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2I25_E2M5_2022-2023.pdf	ANAND	Mohit	5A2I25	5	Présentiel	EN	5A2I08	Innovation and Entrepreneurship	x	x	x	x		
Innovation and entrepreneurship	Legal Aspects of Starting a venture	Please check the slybus builder in your makersboard	MOORE	Rickie	5A2I22	5	Présentiel	EN	None	Innovation and Entrepreneurship		x				
Innovation and entrepreneurship	Leveraging Social Networks for Entrepreneurs and Decision-makers	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2I09_E2M5_2021-2022.pdf	SMITH	Celina	5A2I09	5	Présentiel	EN	None	Innovation and Entrepreneurship				x	x	
Innovation and entrepreneurship	Organizing Social Innovation	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2I27_E2M5_2022-2023.pdf	BRANDTNER	Christof	5A2I27	5	Présentiel	EN	5A2I08	Innovation and Entrepreneurship	x	x	x	x		
Leadership and Human Resources	Lean management	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MT107_E2M5_2022-2023.pdf	BALLAY	Noel	MT107	5	Présentiel	EN	None	Operations, Data and Artificial Intelligence		x				x
Leadership and Human Resources	Expérience client et qualité de service	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MKS230_E2M5_2022-2023.pdf	AURIACOMBE	Brigitte	MKS230	5	Présentiel	FR	None	Marketing		x	x			
Leadership and Human Resources	Global Purchasing Strategy & Operations	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK395_E2M5_2022-2023.pdf	OMAHONY	Nathalie	MK395	5	Distanciel synchrone	EN	None	Marketing	x		x			
Leadership and Human Resources	International retail management	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK92_E2M5_2021-2022.pdf	GROSSO	Monica	MK92	5	Présentiel	EN	None	Marketing			x			x
Leadership and Human Resources	Manager ses clients strats & ses distrib	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2M17_E2M5_2022-2023.pdf	PARDO	Catherine	5A2M17	5	Présentiel	FR	5A2M16 ou 5A2M18 ou MK21 ou MK38	Marketing	x					x
Leadership and Human Resources	New product development	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK210_E2M5_2022-2023.pdf	REVAT + SITZ	Robert+ Lionel	MK210	5	Présentiel	FR	None	Marketing	x	x	x			
Leadership and Human Resources	Design & Manag. Org. for diver. & inclus	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2S07_GE_2021-2022.pdf	HUISING	Ruthanne	5A2S07	5	Présentiel	EN	None	Law, Management and Social Sciences						x
Leadership and Human Resources	Le manager émotionnellement intelligent	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_RH90_E2M5_2022-2023.pdf	HAAG	Christophe	RH90	5	Présentiel	FR	None	Law, Management and Social Sciences		x		x		
Leadership and Human Resources	Leadership : théories et pratiques	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_RHPM3_E2M5_2022-2023.pdf	POTEL	Agathe	RHPM3	5	Présentiel	FR	None	Law, Management and Social Sciences	x	x	x	x		
Leadership and Human Resources	Leadership : Theory and Practice	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_RHPM3A_E2M5_2022-2023.pdf	POTEL	Agathe	RHPM3A	5	Présentiel	EN	None	Law, Management and Social Sciences	x			x		
Leadership and Human Resources	L'expérience de travail aujourd'hui	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2S10_GE_2022-2023.pdf	GIORDANO	Denis	5A2S10	5	Présentiel	FR	None	Law, Management and Social Sciences		x				x
Leadership and Human Resources	Management Equipes internationales	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2H04_E2M5_2022-2023.pdf	FAUST	Catherine	5A2H04	5	Présentiel	FR	None	Law, Management and Social Sciences			x			x
Leadership and Human Resources	Management Stratégique des RH	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2H02_E2M5_2022-2023.pdf	RANDON	Sophie	5A2H02	5	Présentiel	FR	None	Law, Management and Social Sciences	x		x	x	x	
Leadership and Human Resources	Managing international teams	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2H03_E2M5_2022-2023.pdf	DRUMMOND	Virginia	5A2H03	5	Présentiel	EN	None	Law, Management and Social Sciences	x	x	x	x	x	
Leadership and Human Resources	Mgmt des équipes & dynamique collective	Please check the slybus builder in your makersboard	NASR	Ikram	RH17	5	Présentiel	FR	None	Law, Management and Social Sciences		x	x	x		
Leadership and Human Resources	Politique et pratiques GRH en entreprise	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2H06_E2M5_2021-2022.pdf	ORMANDO	Hector	5A2H06	5	Présentiel	FR	None	Law, Management and Social Sciences				x		x
Leadership and Human Resources	Strategic Human Resource Managt	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2H01_E2M5_2022-2023.pdf	RANDON	Sophie	5A2H01	5	Online asynchrone	EN	None	Law, Management and Social Sciences		x				x
Leadership and Human Resources	Stress & Mgt : Manager les risques psych	Please check the slybus builder in your makersboard	MELCONIAN	Tessa	RH40	5	Présentiel	FR	None	Law, Management and Social Sciences			x			
Leadership and Human Resources	Inégalités femmes-hommes : enjeux manag.	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2A12_E2M5_2022-2023.pdf	PERRAY-REDSLOB	Ludvine	5A2A12	2,5	Présentiel	FR	None	Accounting and Corporate Finance						x
Marketing, Negotiation, Sales	Lifestyles and Markets	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK45_E2M5_2022-2023.pdf	ROKKA	Joonas	MK45	5	Présentiel	EN	None	Marketing	x		x			
Marketing, Negotiation, Sales	Achats : Stratégie et Management	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK38_E2M5_2022-2023.pdf	OMAHONY	Nathalie	MK38	5	Présentiel	FR	None	Marketing		x		x		
Marketing, Negotiation, Sales	Advertising and communication	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK37A_E2M5_2021-2022.pdf	COOPER	Theresa	MK37A	5	Présentiel	EN	None	Marketing			x			x
Marketing, Negotiation, Sales	Branding	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK103_E2M5_2022-2023.pdf	ROKKA	Joonas	MK103	5	Présentiel	EN	5A2M22 ou 5A2M23	Marketing		x	x	x		
Marketing, Negotiation, Sales	BoB Marketing	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2M18_E2M5_2022-2023.pdf	WEI	Ruiqi	5A2M18	5	Présentiel	EN	None	Marketing		x		x		
Marketing, Negotiation, Sales	Comportement du consommateur	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK24_E2M5_2022-2023.pdf	SITZ	Lionel	MK24	5	Présentiel	FR	None	Marketing			x	x	x	x
Marketing, Negotiation, Sales	Consumer behavior	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK24A_E2M5_2022-2023.pdf	VICDAN	Handan	MK24A	5	Présentiel	EN	None	Marketing			x	x	x	x
Marketing, Negotiation, Sales	Consumer experience and service quality	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2M07_E2M5_2022-2023.pdf	AURIACOMBE	Brigitte	5A2M07	5	Présentiel	EN	None	Marketing		x		x		
Marketing, Negotiation, Sales	Digital Marketing	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK115A_E2M5_2022-2023.pdf	GUITART	Ivan	MK115A	5	Présentiel	EN	None	Marketing		x	x	x	x	
Marketing, Negotiation, Sales	E-Commerce	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_MK100_E2M5_2022-2023.pdf	JOERLING	Maritz	MK100	5	Présentiel	EN	None	Marketing			x			x
Marketing, Negotiation, Sales	Etudes de marché et décisions marketing	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2M19_E2M5_2022-2023.pdf	REVAT	Robert	5A2M19	5	Présentiel	FR	None	Marketing		x	x			x
Marketing, Negotiation, Sales	Stratégie & Gestion d'image de marque	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2M25_E2M5_2022-2023.pdf	SITZ	Lionel	5A2M25	5	Présentiel	FR	None	Marketing		x		x	x	
Marketing, Negotiation, Sales	Intelligence éco en compétition intern.	https://syllabus-em-lyon.com/api/Syllabi/pdf/emlyon_SA2M06_E2M5_2022-2023.pdf	OMAHONY	N												

Strategy, Consulting & Supply Chain	Global Strategy	Please check the silybus builder in your makersboard	HAN	Tao	5A2B13	5	Présentiel	EN	None	Strategy and organization		x	x	x		
Strategy, Consulting & Supply Chain	Gouvernement des entreprises	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_PG451_E2M5_2022-2023.pdf	VALIORGUE	Bertrand	PG451	5	Online asynchrone	FR	None	Strategy and organization	x	x	x	x	x	x
Strategy, Consulting & Supply Chain	Gouvernement des entreprises : acteurs et responsabilités	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_PG43_E2M5_2022-2023.pdf	VALIORGUE	Bertrand	PG43	5	Présentiel	FR	None	Strategy and organization	x	x				x
Strategy, Consulting & Supply Chain	Leading Strategic Change	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2502_E2M5_2022-2023.pdf	RADYOYNOVSKA	Nevena	5A2502	5	Présentiel	EN	None	Strategy and organization			x	x		
Strategy, Consulting & Supply Chain	Manager par le travail réel	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2802_E2M5_2022-2023.pdf	GOMEZ	Pierre Yves	5A2802	5	Online asynchrone	FR	None	Strategy and organization	x		x	x		
Strategy, Consulting & Supply Chain	Stratégie Corporate et Croissance	Please check the silybus builder in your makersboard	GOLSORKHI	Damon	5A2B08	5	Présentiel	FR	None	Strategy and organization			x			
Strategy, Consulting & Supply Chain	Stratégie de Plateforme	Please check the silybus builder in your makersboard	GOLSORKHI	Damon	5A2B16	5	Présentiel	FR	None	Strategy and organization			x			
Strategy, Consulting & Supply Chain	Stratégie en haute altitude	Please check the silybus builder in your makersboard	GAUTHIER	Thomas	5A2B18	5	Présentiel	FR	None	Strategy and organization						x
Strategy, Consulting & Supply Chain	Stratégie participative	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2806_E2M5_2021-2022.pdf	MAGAKIAN	Jean Louis	5A2806	2,5	Présentiel	FR	None	Strategy and organization			x			x
Strategy, Consulting & Supply Chain	Stratégie, Business model & Marketing	Please check the silybus builder in your makersboard	GIOLITO	Vincent	5A2B03	5	Présentiel	FR	None	Strategy and organization	x	x				x
Strategy, Consulting & Supply Chain	The Belt and Road Strategy for Business	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2809_GE_2022-2023.pdf	ZVLAK	Nikola	5A2809	5	Distancliel synchrone	EN	None	Strategy and organization			x			x
Strategy, Consulting & Supply Chain	Asian Business Environment	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SHEC10_E2M5_2021-2022.pdf	ZVLAK	Nikola	SHEC10	5	Présentiel	EN	None	Strategy and organization						x
Strategy, Consulting & Supply Chain	Nonmarket Strategy, Firm,State & Society	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2814_E2M5_2022-2023.pdf	BIRHANU	Addis Gedefaw	5A2B14	5	Présentiel	EN	None	Strategy and organization	x	x	x	x		x
Strategy, Consulting & Supply Chain	Strategic Human Capital Analytics	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2822_E2M5_2022-2023.pdf	KIRA	Choi	5A2822	5	Présentiel	EN	None	Strategy and organization	x	x				
Strategy, Consulting & Supply Chain	Strategic Intrapreneurship	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2821_GE_2022-2023.pdf	NOVOSELOVA	Olga	5A2821	5	Présentiel	EN	None	Strategy and organization			x			
Strategy, Consulting & Supply Chain	Strategic Networks	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2820_GE_2022-2023.pdf	NOVOSELOVA	Olga	5A2820	5	Présentiel	EN	None	Strategy and organization			x			x
Strategy, Consulting & Supply Chain	Stratégie Digitale	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_PG331_E2M5_2021-2022.pdf	TIMSIT	Jean Philippe	PG331	5	Présentiel	FR	None	Strategy and organization				x	x	x
Strategy, Consulting & Supply Chain	Découverte des métiers du conseil	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2D06_E2M5_2022-2023.pdf	CHAUMONT	Christophe	5A2D06	5	Présentiel	FR	None	Operations, Data and Artificial Intelligence	x	x	x	x		
Strategy, Consulting & Supply Chain	Logistics Management	Please check the silybus builder in your makersboard	GONG	Yeming	MT47	5	Présentiel	EN	None	Operations, Data and Artificial Intelligence			x			
Strategy, Consulting & Supply Chain	Logistique internationale	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2D09_E2M5_2022-2023.pdf	NAGATI	Haithem	5A2D09	5	Présentiel	FR	None	Operations, Data and Artificial Intelligence	x	x				x
Strategy, Consulting & Supply Chain	Méthodes d'aide à la décision	Please check the silybus builder in your makersboard	DAVID	Eric	MT10	5	Présentiel	FR	None	Operations, Data and Artificial Intelligence			x			x
Strategy, Consulting & Supply Chain	Méthodes et outils du conseil	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_MT101_E2M5_2022-2023.pdf	CHAUMONT	Christophe	MT101	5	Présentiel	FR	None	Operations, Data and Artificial Intelligence	x	x	x	x		
Strategy, Consulting & Supply Chain	Operations Management	Please check the silybus builder in your makersboard	REKIK	Yacine	5A2D26	5	Présentiel	EN	None	Operations, Data and Artificial Intelligence						x
Strategy, Consulting & Supply Chain	Pilotage de la supply chain	Please check the silybus builder in your makersboard	REKIK	Yacine	MT113	5	Présentiel	FR	None	Operations, Data and Artificial Intelligence	x					
Strategy, Consulting & Supply Chain	Prépa au recrutement dans le conseil	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2D22_E2M5_2022-2023.pdf	CHAUMONT	Christophe	5A2D22	5	Présentiel	FR	None	Operations, Data and Artificial Intelligence	x	x	x	x		
Strategy, Consulting & Supply Chain	Design of Supply Chain	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2D28_E2M5_2022-2023.pdf	BEN MOHAMED	Imen	5A2D28	5	Présentiel	EN	None	Operations, Data and Artificial Intelligence		x				x
Strategy, Consulting & Supply Chain	Operations Strategy	Please check the silybus builder in your makersboard	GONG	Yeming	MT50	5	Présentiel	EN	None	Operations, Data and Artificial Intelligence	x	x	x	x		
Strategy, Consulting & Supply Chain	Venture Strategy	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_MK90_E2M5_2021-2022.pdf	COOPER	Teresa	MK90	5	Présentiel	EN	None	Marketing			x			
Strategy, Consulting & Supply Chain	Stratégies climatiques des organisations	https://syllabus.em-lyon.com/api/Syllabi/pdf/emlyon_SA2110_E2M5_2022-2023.pdf	BLOT	Xavier	5A2110	5	Présentiel	FR	None	Innovation and Entrepreneurship		x	x	x		



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ACCOUNTING, CORPORATE FINANCE & ECONOMICS

5A2F05 – Economics of Digital Ecosystems

- 5 ECTS
- English course
- Pre-requisites :
- Instructor : R. Ruble

Platforms which create value by connecting people with one another are ubiquitous in the digital economy, permeating the business landscape from the most dynamic new ventures up to the world's largest corporations. Over time though, firms which had once been hailed as pathbreaking innovators are being increasingly regarded as menacing behemoths whose market power must be reined in.

In this course we will use tools and models from industrial organization to highlight the economic principles governing platforms and the digital economy: how they arise and function, the strategies that firms pursue in an online environment, and the questions regarding the use of data and competition that these businesses raise for regulators.

This course should be of interest to students with a general interest in online business and those with a focus on strategic and legal dimensions of digitization.

EC100 – Economics foundations for Strategy

- 5 ECTS
- English course
- Pre-requisites :
- Instructor : B. Versaevel

EC100 Economics for Strategy is an introductory/intermediate course in micro-economics applied to business issues. It has been designed for students interested in business consulting or industry analysis, and who have a taste for the application of formal theoretical models to real-world issues. They will improve their ability to understand and characterize the circumstances of observed strategies as implemented by business firms. The main objective of this course is to familiarize students with standard micro-economic concepts and intuitions that are usefully applied to understand the drivers of real-world industry structures and of firms' key decisions, and to conduct strategic analyses of specific industries. Additional objectives of the course include developing economic culture by reading selected

academic articles, and building analytic skills through exercises and/or small cases. Note that, in order to benefit fully from the series of lectures, students must be comfortable with simple formal computations.

5A2F02 – Risk Management of Banks & Insurance Companies

- 5 ECTS
- English course
- Pre-requisites : 5AIF05 or 5AIF02 or 5AIA01
- Instructor : B. Tavin

This course gives an overview of risk management and measurement questions arising in financial institutions such as banks and insurance companies. This course broaches the specificities of risk measurements associated to banking activities. It also deals with the insurance business and markets in the current regulatory framework. A first goal of this course is to give students grounding in risk management and measurement in the context of banks and insurance companies. The focus of this first goal is toward the understanding of the risks undertaken and their implications in terms of business and strategy. A second goal of this course is to get students acquainted with the current regulatory frameworks of Basel 3 and Solvency 2. The focus of this second goal is for them to be able to be involved in teams dedicated to risk computations that contribute to a financial institution compliance with regulatory rules. The part of the course dealing with insurance related questions is focused on the understanding of insurance markets and their specificities and on the identification and quantification of risks taken by insurance companies.

5A2F03 – Advanced Quantitative Portfolio Management

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : B. Maillet

This course gives an overview of standard and advanced quantitative methods for portfolio management: it begins with the standard mean variance analysis before entering to some of the main post-modern portfolio analyses, specifically dealing with main characteristics of financial variables.

It gives a large overview of a crucial subject in finance which is grounding of the activity of a portfolio manager – which is one of the possible job the program is designed for.

5A2F04 – CFA Level 1 Preparation

- 5 ECTS
- English course
- Pre-requisites : 5A1F02 or 5A1A01 or 5A1F05
- Instructor : O. Williams

This class provides a broad overview on the corporate finance, equity, and debt components of the CFA syllabus. The goal is to help students pass the first level of the CFA program. Specifically, the class covers: Corporate Finance Contents. Standard computations and indicators based on the P&L, balance sheet and cash flows (FCFF, FCFE) of a company. Implications of Financial analysis are also covered. Equity Related Contents. Trading fundamentals (types of Financial products, computation of the leverage effect, yields on margin operations), market efficiency, basic valuation techniques (DDM, earnings multipliers). Debt Related Contents. Price computations. YTM, spot/forward rates, securitization (CMOs, CDOs), risk management (duration and convexity), Fundamentals of credit analysis.

5A2F14 – CFA Level 1 Prep: Equity investments

- 5 ECTS
- English course
- Pre-requisites : 5A2F04
- Instructor : O. Williams

This class drills down on an important topic in the CFA curriculum: Equity investments. The course covers in great detail all of the Study Sessions CFA level 1 candidates must master in the field of Equity investments.

GF133 – Commodities and Credit Derivatives

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : L. Schneider

The aim of this course is to give an introduction to commodity and credit markets, the financial products traded on them, and how these products are mathematically modelled by market participants.

Features of commodities markets such as Contango, Backwardation, and the Samuelson Effect will be presented. The commodities studied will include Oil, Electricity, Base Metals, Precious Metals, and Agriculturals. Products covered will include Forward and Futures Contracts, Asian Swaps, Asian, Basket and Barrier Options, and more exotic Options such as Calendar Spread Options and Swing Options.

Credit derivatives examined in detail are CDS and CDOs. The basic concepts of structured finance, like waterfall cash flows and tranching, will be explained. What happened during the credit crunch of 2007-2008 will be studied, and the role of rating agencies analysed.

Several models will be implemented in Excel and VBA.

A first goal is to give students a broad overview over commodities and credit markets. These markets are important for many institutions such as commodity producers, commodity trading houses, investment banks, insurance companies and hedge funds.

The students should also gain insight into implementing commodity and credit models and pricing specific products with them.

GF31 – Derivatives

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : B. Chevalier-Roignant

This class is meant to provide students with a fundamental understanding of various financial derivatives, either traded on capital markets or over the counter. To explain such instruments, we leverage on key notions from asset pricing and probability theory. Consequently, the class is technical in essence. Attitude "early maker" Multidisciplinary approach openness. Links between probability theory and finance. Critical posture to option models. Creative and original perspective for option pricing and hedging. Dr. Benoit Chevalier-Roignant (benoit.chevalier-roignant@outlook.com).

GF131A – Financial macroeconomics

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : A. Mokhtari

This course explores the relationship between the macro-economy and the financial system. After introducing National Income Accounting, Balance of Payments Accounting, and the interest rate matrix, we will examine the economic functions of the financial system : banks,

“shadow”-banks and insurance companies inter alia. We then turn to monetary policy : the demand for money, how central banks operate, how money is created, the interbank market, how interest rates are determined. We will also study the determination of exchange rates and their implications for macroeconomic policy and financial asset prices.

GF38 – Financial Risk Management

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : B. Maillet

This class provides complements to the contents offered by the Finance and Risk Management classes. The goal of these complements is to help students take and pass the FRM1 Exam. About half of the class is dedicated to theory, the other half is dedicated to exercises and applications. The class brings a lot of math/statistic/finance reminders.

GF37 – Fixed Income: Cash Flow Valuation & Hedging

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : L. Schneider

The aim of this course is to provide an overview of the basic concepts and tools used in fixed income markets. The course is divided into four parts. The first part is dedicated to the presentation of fixed income markets and basic fixed income securities. The second part presents the main interest rate definitions and offers an extensive application of actualization techniques. The third part focuses on the management of bond portfolios and of interest rate risk through the concepts of price, duration and convexity. The last part covers forward rates and the term structure of interest rates. Main aspects of the course are illustrated with exercises and homeworks.

GF57 – Global Capital Markets

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : O. Le Courtois

The objective of this course is to provide an overview of Global Capital Markets, with an emphasis on market instruments used in these markets. Contribution to the Learning Outcomes of the program (MS, MSc etc.). Capital markets and their interrelationships play

an important role in providing liquidity and opportunity for governments, individuals and businesses large and small. This course gives students an overview and some hands on experience with markets and their instruments. The course presents and develops concepts, methods and tools necessary to operate efficiently on these markets. Course link: <https://cb.hbsp.harvard.edu/cbmp/access/37494290>. You need to register on the site to create a user name. Some course materials are PDF documents and you can open them with Adobe Reader. E-learning materials include a link you can use to gain access to them. You will have access to the course materials for 6 months. After you register, you can get to the coursepack at any time by doing the following: 1. Visit hbsp.harvard.edu and login in. 2. Click My Coursepacks, and then click Global Capital Markets. I hope you find this a convenient way to get your required course materials. If you have any questions, please contact Prof. Sardy at msardy@rollins.edu. Thank you.

GF27A – Portfolio Management

- 5 ECTS
- English course
- Pre-requisites : Level I
- Instructor : E. André

The relentless rise of passively managed funds and ETFs is shaking the investment management industry. How businesses should position themselves between active and passive management to deliver the most value, i. e. risk-adjusted returns, to their customers is the key question that they must answer. Entering this debate requires to understand Modern Portfolio Theory (MPT), the theoretical foundation of passive investing. MPT is about risk and returns of portfolios and introduces important concepts like diversification and models like the Capital Asset Pricing Model and the Arbitrage Pricing Theory. These models are now cornerstones for the investment management industry as they provide the tools for evaluating the performance of managers (Sharpe ratio, information ratio. . .) and for building investment products (index investing, Smart Beta funds. . .). It is the core objective of this course that, upon completion, participants should be able to explain the concepts of MPT. They should also be able to apply and implement the associated asset selection and asset pricing models. Meanwhile, they will also understand the key concept of market efficiency, its link with the active vs. passive management debate and its critique by the behavioral finance. Therefore, this course should also be of interest to those we seek to reach a comprehensive understanding of financial markets. Finally, this course covers most of the Portfolio Management topics of the CFA© curriculum, Level I and Level II.

GF36 – Probabilities for Firm

- 5 ECTS

- English course
- Pre-requisites : Level 1
- Instructor : L. Schneider

This course is an introduction to the mathematical modelling of financial products such as stocks, bonds and derivatives. The most famous financial model is without doubt the one by Black, Merton and Scholes for stocks used to price European call or put options. To understand this model, a lot of machinery such as probability measures, random variables, stochastic processes, the Itô stochastic integral, and stochastic differential equations (SDEs) has to be introduced. Although the course is mathematical in nature, we will try to give many examples from Finance, and define financial concepts such as the drift and volatility of a stock, the Greeks (i. e. delta, gamma, etc.) of an option, study and implement a discrete stochastic model of a stock (the so-called Cox-Ross-Rubinstein binomial tree), and solve the Black-Scholes SDE to obtain the famous Black-Scholes formula for options. The main goal is to teach students the mathematical techniques required to use financial models in practice. It is a prerequisite for many of the more advanced courses in the finance program. The skills acquired will be useful in a wide range of jobs in banking, insurance, investment and risk management in companies.

5A2F01 –VBA for Finance

- 2,5 ECTS
- English course
- Pre-requisites :
- Instructor : L. Schneider

This is an advanced class of VBA. The students are supposed to become familiar with Excel/VBA and be able to use it in a professional context. In addition to learning specific elements of the language, the students will also gain knowledge of general programming principles and some fundamental algorithmic structures. It relies mainly on examples from financial markets and corporate finance. Its aim is to give provide deeper knowledge of a useful and widely used programming language.

➤ GF106A – Global Perspective of Financial Accounting

- 5 ECTS
- English course
- Pre-requisites : 5A1A01 or 5A1F02
- Instructor : G. Hottegingdre

This course enables students to understand the challenges of accounting and to acquire the skills needed to read financial statements. It is also a basis for financial analysis. This course is just as much a necessity for students aiming to work in in corporate finance as for those

who intend to work in the domains of accounting and auditing. As such, this course enables students to understand the role and the main issues of financial accounting (cash flow, P&L, working capital, etc.).

➤ **GG100A – Management & Cost Accounting**

- 5 ECTS
- English course
- Pre-requisites : 5A1A01 or 5A1F02
- Instructor : M.C. Loison

The management controller supports the managerial decisions impacting firm performance. His role is to consult the Board and the division managers to take operating decisions in line with the objectives of the corporation. In order to prepare students to such activities, this course aims to: explain the general principles and objectives of management control understand and apply the main management control tools (costs analysis, budgeting and performance dashboard). This course targets students who want to understand the role of Management Accounting and Control Systems (MACS) in supporting managers operating decisions. It is constructed for those who want to develop general management skills as well as for those who want to start a career as a management controller.

➤ **5A2A08 – Introduction to financial modelling**

- 5 ECTS
- English course
- Prérequis : Corporate Finance
- Responsable : J.P Brivady

The objective of the course is to present financial modeling standards and to help students build reliable and flexible financial modeling tools through a case study. Students are expected to become familiar with Excel and be able to use it in a professional context. In addition to being able to build a project finance financial model case, students will also gain knowledge on organizing a workbook and spreadsheets to build clear and reliable financial models, which will be useful in any future employment in the field of corporate finance.

The first course & the first practical session will be an introduction to the use of Excel, based on the main functionalities that the students will need in their internships in Audit, Transaction Services, Private Equity, Financial Management, etc.

Students will become familiar with the tasks they will have to perform efficiently and quickly during their internships with the main formulas they will have to use. Students will thus be

able to increase the reliability of their work and be more confident in carrying out the tasks requested by their managers. The following sessions will mainly be based on examples from project finance and corporate finance.

GF12A – Financial Diagnosis

- 5 ECTS
- English course
- Pre-requisites : GF106 or GF106A
- Instructor : J.P. Brivady

To be able to gauge the financial performances of a company, put them in the perspective of its environment and corporate strategy, and build relevant forecasts or criticize the existing ones, on the back of the available material (i.e. company's financial information, but also sector and economic environment data). On the back of these outcomes, to be able to elaborate and deliver a financial report and conclusions regarding the financial situation of a company and its ability to grow.

➤ GF120A – Advanced Corporate Finance I

- 5 ECTS
- English course
- Pre-requisites : GF106 or GF106A
- Instructor : L. Belze

The world of Corporate Finance involves the master of the advanced tools and vocabulary that underlie any career as a financial analyst in a bank or in a corporate finance department. This course offers a precise analysis and implementation of the main corporate valuation models. You will use them for both corporate or financial instrument valuations. Developments on financial options are also provided associated with implementation in corporate valuation.

➤ 5A2A06 – Business Intelligence & Analytics for Performance Management

- 5 ECTS
- English course
- Pre-requisites : GG100 or GG100A
- Instructor : C. Ciampi

This course is intended for students with an interest in performance management. Performance management and management control in general at strategic, tactic or operational level lay upon a well-designed and thought about information systems. Selecting the appropriate analytical tools (BI&A) is key to leverage information and data (Big data). In this course, we will present the main tools that are available to set up a well-designed performance management system. What is at stake with these tools and related tools like ERP will be discussed (choices, design of data-models, implementation). Targeted skills can be mobilised in various functions and more notably management control, project management, consulting, finance.

➤ GF25A – Practicing Corporate Valuation

- 5 ECTS
- English course
- Pre-requisites : GF120 or GF120A or GF12 or GF12A
- Instructor : Y. Alperovych

The key objective of the course is to help students acquire an actual corporate valuation know-how. A second important goal is to provide them with opportunities to step-back from theoretical aspect of the valuation tools, and be able to criticize the numerous technical choices, while implementing the valuation. With this understanding of the consequences of the technical choices, students should be able to perform a critical review of a corporate valuation by a professional an appraiser or financial analyst. The course makes use of an active pedagogy, which fosters students' initiative and promotes critical thinking. Corporate valuation is a neither rocket science nor an exact science. A strong emphasis is put on business modeling and the link with the company's industry and strategy. We expect students to master basic financial mechanisms and know enough accounting to be able to perform a quick financial analysis of the companies to be evaluated (refer to the pre-requisites). Importantly, the course is *advanced* - not necessarily in terms of the complexity of theory involved (this is assumed to be mastered in prior courses). Rather, it is highly demanding in the quantity of work required. The latter is performed in teams and the final result relies heavily on the efficiency and efficacy of the team work. Accordingly, free riding and all other types of misbehavior shall not be tolerated and will be severely sanctioned. You've been warned!

➤ GF26A – Entrepreneurial Finance, VC & PE

- 5 ECTS
- English course
- Pre-requisites : GF120 or GF120A or GF106 or GF106A
- Instructor : A. Groh

The course contributes to educating entrepreneurs for the world with respect to a solid consideration of the finance perspective of a new venture during its development from the seed stage to maturity.

➤ GF122A – Capital Markets

- 5 ECTS
- English course
- Pre-requisites : GF106 or GF106A or GF120 or GF120A
- Instructor : L. Belze

Based on financial knowledge acquired in previous courses on corporate finance, this advanced course is mainly dedicated to the practical implementation of valuation models on Excel. Lectures on general knowledge associated with each topic will jointly be delivered or studied online. Lectures are complementary to the previous technical knowledge acquired in Advanced Corporate Finance. You will be provided with practical considerations on theoretical models in corporate finance building bridges with the main issues on capital markets.

➤ XXXXX – Green Finance – Concepts and quantitative methods

- 5 ECTS
- English course
- Pre-requisites : 5A2F04
- Instructor : O. Williams

This class

GAI1 – Insurance Markets

- 5 ECTS
- English course
- Pre-requisites : 5A1F02 or 5A1F05 or 5A1A01
- Instructor : O. Le Courtois

Students learn about the functioning of insurance markets, insurance companies, and insurance regulation. Moreover, they learn about modeling of insurance products, prices, reserves and capital requirements.

➤ SHGF10 – Business Finance in Asia

- 5 ECTS
- English course
- Pre-requisites : None
- Instructor : S. Lan

The fundamentals of business finance include basic financial analytical tools, valuation of assets, balancing risks and returns, assessing cost of capital, capital budgeting techniques, capital structure theories, dividend policy assessment and current assets/liability management. This course is intended to apply these topics to the most dynamic and fastest growing region in the world, Asia. The course is corporate-oriented with emphasis on fund raising environment, M&A environment, as well as financial services, regulatory and offshore strategic environment in Asia countries, especially China. As a result, students would be prepared for an Asia-related financial industry career.

MARKETING, NEGOTIATION & SALES

➤ MK45 – Lifestyles and Markets

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : J. Rokka

Contemporary markets are open, fluid, and complex systems that are constantly being destabilized by various market actors. This course contributes to developing a deep understanding of how companies and brands can analyze and connect with consumer markets through lifestyles. More specifically, it offers a comprehensive framework together with analytical tools for learning about the design of successful and holistic market offerings that resonate with contemporary consumer lifestyles, practices, and modes of being. Emphasizing lifestyles as important and meaningful sources of value - including emotional, social, cultural, practical and economic value - and heterogeneous perspectives through which consumers essentially experience and engage with the world and conduct their lives, the course addresses how lifestyles are inherently intertwined with market emergence and transformation. The course provides insights and examples from a number of key lifestyle market contexts, including fashion, luxury, design, food, counterculture, sports, gaming, and travel, all of which constitute increasingly global and digitalized market settings. Overall, the objective is to foster new strategic and critical thinking in branding and product/service design that leverages and is sensitive to lifestyles - crucial aspect of companies' success.

➤ MK37A – Advertising and Communication

- 5 ECTS
- English course
- Pre-requisites : 5AIM02
- Instructor : T. Cooper

Consumers are at the center of all marketing activities. Therefore, it is vital to understand the why and how of their consumption behaviors, and the environment within which they behave, since this environment shapes much of what they think, feel, and do and constitutes the context within which the marketers and consumers interact. The objective of this course is to introduce students to some of the major concepts and theories in consumer behavior

with the purpose of understanding how we can apply these concepts within a strategic and a real-world context, since the creation of effective marketing strategy is dependent on a clear understanding of the consumers' needs and wants. Together, we will expose ourselves to diverse approaches in consumer research, review major pre-consumption, consumption and post-consumption theories and apply these theories to real-world examples through assignments and projects.

➤ MK103 – Branding

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : J. Rokka

In today's complex digital and globalizing world, branding is an increasingly important area of strategic marketing and crucial for business success. It is not only essential for companies in consumer and business-to-business markets, non-governmental organizations, but also for consumer movements and collectives, and also individuals. This is why branding also has multiple implications that can impact consumer culture as a whole. Through lectures, course readings, and assignments this course aims to advance student's understanding of the strategic role of brands in business management and critical understanding of how brands work in contemporary markets. Overall, the objective of the course is to foster reflexive strategic thinking, help students to develop their own personalized view on branding, and offer tools and perspectives useful in examining some of the key issues in branding today - including globalization, digitalization, reputation building, social and environmental issues. Importantly, the course underlines profound social-cultural processes driving brands' success and/or failure.

➤ 5A2M18 – B2B Marketing

- 5 ECTS
- English course
- Pre-requisites : 5A1M02
- Instructor : R. Wei

Business-to-Business (B2B) marketing designates a situation of exchange between two organizations. B2B companies are therefore characterized by the fact that not only their suppliers but also their customers are organizations (companies, administrations, governments, etc.). This course allows participants to identify the nature of marketing activity in a B2B company and equip themselves with methods and tools that allow the

implementation of marketing activity in a B2B company. B2B exchanges are a particularly favorable field for the development of innovative value propositions. The concept of value co-creation with / for the customer is implemented in a very particular way. With this course, participants discover new fields of application for marketing and thus prepare themselves for new sectors of activities or new contexts of marketing missions for which they will be able to highlight truly distinctive knowledge and skills.

➤ MK24A – Consumer Behavior

- 5 ECTS
- English course
- Pre-requisites : 5AIM02
- Instructor : H. Vicdan

Consumers are at the center of all marketing activities. Therefore, it is vital to understand the why and how of their consumption behaviors, and the environment within which they behave, since this environment shapes much of what they think, feel, and do and constitutes the context within which the marketers and consumers interact. The objective of this course is to introduce students to some of the major concepts and theories in consumer behavior with the purpose of understanding how we can apply these concepts within a strategic and a real-world context, since the creation of effective marketing strategy is dependent on a clear understanding of the consumers' needs and wants. Together, we will expose ourselves to diverse approaches in consumer research, review major pre-consumption, consumption and post-consumption theories and apply these theories to real-world examples through assignments and projects.

➤ 5A2M07 – Consumer Experience and Service Quality

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : B. Auriacombe

This course deals with consumer experience in the context of service activities. The recent development of new positions such as Chief Customer Officer reflects the importance of this issue for companies. The course presents an original conceptual framework grounded on the concept of service relationship. This framework enables to understand the dynamic of a service experience and to understand the impact of internal organization and managerial practices on customer journeys and ultimately, on the lived experience of consumers. The course develops the practical implications of this framework to design customer journeys, manage service quality, assess customer satisfaction, manage service failures, understand

the perspective of frontline employees and develop customer orientation, with a focus on improving consumer experience. The course covers the variety of service activities, thanks to the research activities run by the RP, as well as her multiple cooperations with companies: Club Med, Apicil, Union Sociale pour l'Habitat...

➤ MK115A – Digital Marketing

- 5 ECTS
- English course
- Pre-requisites : 5AIM02
- Instructor : I. Guitart

Digitization is revolutionizing marketing strategy. Advertising budgets are shifting toward higher expenditures in digital media. The web presence serves as the foundation stone for the digital marketing activity. Every marketing professional should understand the digital environment and the opportunities that it provides. In this course we will explore marketing in the digital age covering a range of topics that include: key issues of web content, usability, and design website analytics search engine optimization (SEO) search engine advertising (SEA) social network advertising (SNA) and email and CRM tools. After this course, students will be able to understand the relevance of digital marketing, know the main tools used by digital marketers, and design an integrated digital marketing strategy.

➤ MK100 – E-commerce

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : M. Joerling

Disruptive technologies such as AI, Blockchain, IOT and Robotic Process Automation (RPA) are forever changing the business landscape and the commerce. New business models are arising creating a platform economy where industries that never use to interact become integrated and competitors that were once siloed are now in co-opetition. That being said, all technologies do not address every business case. This course will provide an in depth understanding as to how technology is transforming business today and in which circumstances is there a strong business case to adopt a new and potentially disruptive technology. There is a lot of hype and confusion in the marketplace when it comes to new technologies. What is truthfully being implemented today? The main course objectives are to first Provide a foundational understanding of AI Machine learning, Blockchain, IOT and Robotic Process Automation. What are the main trends that are actually being implemented

in the real world versus the hype? We will look at real use cases currently being deployed. What is the impact of these technologies on business.

➤ 5A2M20 – Market Studies and Marketing Decisions

- 5 ECTS
- English course
- Pre-requisites :
- Instructor : K. Raies

The role of today's marketer is not anymore that of just ensuring sales or promoting new products but has expanded to that of being an analyst and a researcher as well. With the onset of information diffusion and access to data, it is important for a marketer to analyze changing market forces, follow rising interest in specific trends showing up in the market and predict new products/services/experiences of the future. There are a multitude of market studies to complement the analytical aspect of this dual role as a marketer/research analyst, and some of these studies will be seen as part of the course. All of this requires foresightedness, attention to detail, reading hidden patterns in data, omnipresence and being able to form your own reasoned arguments on specific marketing issues/trends. These are all necessary traits for marketers and entrepreneurs of the future. The course aims to help build these necessary skills, frequently sought after by research and consulting companies (e.g. IPSOS, Havas, McKinsey, Bain), by multinational enterprises and are equally important for the asuccess of a personal business venture.

➤ 5A2M34 – Marketing Ethics

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : M. Laamanen

This course explores ethical issues at the interface of marketing and moral philosophy. Combining theory and practice, the course aims to develop and foster capacity for ethical reasoning and judgment related to everyday marketing work. To this end, the course builds links between ethical dilemmas in marketing and markets; production, distribution and consumption, and between consumers, marketers and regulators. The learning approach rests on active reflection and participation with cases, discussion and a role-based simulation building transferable skills.

➤ 5A2M23 – Marketing Strategy

- 5 ECTS
- English course
- Pre-requisites : 5A1M02
- Instructor : A. Isisag

This course is designed to help participants build and refine the necessary skill set for making high-level marketing decisions pertaining to segmentation, targeting and positioning. It will also help with identifying, articulating, and resolving pertinent strategic marketing and policy problems. Importantly, there is usually more than one approach to a marketing problem as a result, the marketing discipline has been inspired by different schools of thought. A key objective of this class is to equip you with contemporary marketing thinking in a way that would allow you to make comparisons between different perspectives and choose one perspective that is best suited for the task at hand. While the course is primarily structured around a decision-focused approach to account for the intricacies of the broader sociocultural and institutional environments, we will also delve into what is called the "cultural strategy" approach. As per our objective of applying marketing know-how to real-life business contexts, we will use these approaches in tandem when working on case studies and group projects.

➤ 5A2M29 – Media Management

- 5 ECTS
- English course
- Pre-requisites : ---
- Instructor : K. Raies

This elective course will allow students to understand the radical changes the Media Entertainment industry is facing and will provide them with the marketing and business foundations they need if they envisage working in this industry. Students will get acquainted with media management and with the sector's main trends (OTT, cord-cutting, streaming platforms, . . .) through analysing key players (Netflix, Disney, Canal+, GAFA news channels, music streaming, . . .), content providers (cinéma, séries, sport, news) and consumers' changing habits. This course will also contribute to develop students professional skills such as business sense, analytical skills, creativity and teamwork through several business cases. The course is thus aimed at students willing to start their career in the Media Entertainment industry or in consulting services and to all students who want to understand how an entire industry adapts itself to digital revolution and its new big players.

➤ 5A2M26 – Quantitative Marketing with IBM-SPSS

- 5 ECTS
- English course
- Pre-requisites : 5A2M19 or 5A2M20
- Instructor : K. Raies

With the advent of internet and other new information technologies, marketing managers can have easy access to a wealthy variety of information about customers, competitors and market opportunities. For marketers, the real issue is no longer about how to acquire a large amount of data. It is how to make use of the data that matters. Companies who are able to harness the data and use it to make good decisions can gain a big edge over their competitors. This course is thus designed to provide you-the future managers and those of you who intend to pursue a career in marketing research and consulting-with methods and tools to make good use of the data. More specifically, this course aims to teach you how to use advanced multivariate data analysis techniques to analyze the data, and most importantly, how to use the analyzed results to help managers make more efficient and effective marketing decisions, such as new product development, segmentation, positioning, pricing, communication and distribution. A number of advanced data analysis techniques are covered in the course, including ANOVA, multiple regression analysis, factor analysis, and cluster analysis.

➤ MK101 – Route to Market, Efficient Consumer Response & Category Management

- 5 ECTS
- English course
- Pre-requisites : 5A2M22 or 5A2M23
- Instructor : M. Grosso

We live in an era full of changes. Globalization, liberalization, new technologies diffusion, social and demographic changes are few examples of phenomena that are re-shaping our economic landscape. This makes mandatory for firms to be really innovative in organizing, managing and supporting their distribution channels as well being proactive in value delivery to both end customers and retailers. Without a clever go to market (route to market) strategy product won't be available to end customers, who, in turn, won't be able to buy them. . . The objective of this elective is to give a broad understanding of the ways organizations build their access to markets. This includes all methodologies designed to lever the barriers that exist between the firm and its final clients. The point of view is the one of a manufacturing company. By addressing subjects such as channel management, supplier-retailer cooperation and partnership, ECR Category Management, in-store sales activation

devices, this course will provide the students with practical tools in use within different sectors. Starting point will be FMCG industry where these practices are more and more widespread.

➤ 5A2M03 – Sales Operation Strategy and Management

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : C. Lai

Effective sales operations have been widely viewed as a strategic asset that drives a company to exceed the sales goals and foster long-term growth. This course is built around the idea of enhancing the connections between a company and its customers and prospects. In general, the company uses go-to-market activities to attract and retain customers. These activities are mainly performed by the company's direct sales force and other functional channels (e. g. advertising, promotions and internet, etc.) and often, are coordinated with other value-added partners (indirect sales force e. g. distributors, retailers or brokers, etc.). The aim of this course is to deepen students' understanding of the market and sales interface and give a thorough grounding in building a winning sales force for today's business environment. This course will promote sales-related concepts and business practices as well as critical thinking skills needed in a competitive marketplace. Topics covered include, among others, the role of a winning sales force in a market-oriented strategy and its impacts, management of sales professionals within an organization, sales force design and sales analytic tools, sales force structuring, sizing and methods of motivation and compensation. This course is designed to provide an extensive view of sales operation to prepare students, at some point in their careers, for a position in general or marketing sales management.

➤ 5A2M24 – Negotiating Complex Trade Situations

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : A. Borbely

Business-to-business (B2B) sales may be challenging and require strong negotiation skills. This course is designed to demonstrate the potential difficulties of establishing mutually satisfying trade interactions and provide the necessary skills to overcome such difficulties. Additionally, trade relations may lead to conflicts and disputes. Negotiation serves to draft contracts, but also to manage long-term relationships, especially when they turn into conflict. Students will be introduced to mediation and other facilitating techniques and

discover the specific role that lawyers may take in conflict, and how to efficiently work with them.

➤ 5A2M15 – Negotiation Skills for Business

- 5 ECTS
- English course
- Pre-requisites : 5AIM02
- Instructor : A. Borbely

Negotiation is an essential part of business, particularly in sales / purchasing interactions. Negotiation is both an art and a science understanding how it works enables drawing the most satisfying results from trade situations. The course is designed to cover negotiation strategies (cooperative vs. competitive) and how they are applied in both compromise and integration dynamics. Based on the most recent theories, it will span from preparation to the completion of the agreement and will include the behavioral aspects of communication, emotional intelligence and interpersonal conflict prevention and management.

➤ 5A2M16 – Purchasing : Key Supplier Management

- 5 ECTS
- English course
- Pre-requisites : MK38 or MK395
- Instructor : N. O'Mahony

This course makes a deep dive on how companies can create competitive advantage by leveraging SRM - Supplier Relationship Management, specifically with the company's Key Suppliers. Key Suppliers (KS) are the ones that have a direct contribution to the company strategy and they must be identified and managed adequately. The objective of KSM - Key Supplier Management is to become the preferred customer of the most important suppliers in order to get priority for innovation, capacity, and resources which will result in reduced time to market, new product/services launches (innovation), less risk, and better competitiveness. The concept of key Supplier Management is a mirror of the Key Account Management for the sales side of the company in a BtoB environment. In order to secure competitiveness through their suppliers, companies also need to manage Supply Risk. The second part of the course will bring methods and tools to identify and manage risks related to the suppliers. This course will also cover how to manage a supplier base during a crises. The course is based on process and tools used to KSM and Risk Management, with participation of several professionals as guest speakers to illustrate their practices in real life. This course are essential for those who wishes to work on Bto B, from the Marketing side but also from the Procurement/Purchasing side.

➤ MK727 – Relationship Marketing

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : K. Raies

Building strong customer-Brand relationships is a key concern across all industries. The goal of relationship marketing (or customer relationship marketing) is to create strong - even emotional - customer connections to a brand, customer loyalty and long-term customer engagement rather than shorter-term goals like customer acquisition, and individual sales that conventional transaction and product-oriented marketing thought cannot capture. The course will consider the complexity and heterogeneity of customer relationships and building them in a variety of marketing contexts and offers by focusing on the notion of value. The definition of a valuable relationship, its components and the path to create it will be presented. In addition, the course adapts recent technological developments, for example the emergence of digital media technologies and big data approaches in marketing.

➤ HUMA12 – Rethinking Marketing

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : H. Vicdan

This course contributes to developing a deep understanding of contemporary issues in modern marketing, and the development of strategic perspectives based on a solid and critical understanding of foundations and techniques in modern marketing. In this course, we aim to challenge the conventional marketing thought, and rethink the central tenets of marketing, as traditional marketing undergoes substantial changes and emerging trends. Students will develop an analytical and critical understanding of marketing systems and practices predicated on the issues of marketplace power relations, such as consumer power and empowerment, impact of consumer resistance and anti-consumption, critical approach to sustainable and green consumption and marketing, social marketing, and new market research techniques, and critical and ethical issues in branding and communication.

➤ MK395 – Global Purchasing Strategy & Operations (online)

- 5 ECTS
- English course

- Pre-requisites : 5A2M18 or MK21
- Instructor : N. O'Mahony

Companies' development and survival is the result of their competitiveness in terms of cost, differentiation/innovation and risks management. Today, up to 80% of the cost of goods sold is represented by Procurement. Differentiation highly depends on how the company is able to capture and leverage innovation from the market and particularly from its upstream markets. Risks management depends mainly on the suppliers' Supply Chain. For those three reasons, the Procurement function has become a major player for the company's competitive and comparative advantage. This course is an introduction to the fundamentals of Procurement in term of strategy, organization and best practices.

➤ **MK92 – International Retail Management**

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : M. Grosso

Many challenges are in today's economy raising the relevance of retail management. On the one hand retailers' role in the economic system, their autonomy in marketing and their increasing capacity of conditioning end customers' choices in their stores (physical or virtual ones) makes them key actors in the economic landscape. On the other hand, today's retailers face important changes: increasing competition, evolution of shopping habits, development of the multi-channel retail and need of integrating the new technologies in store. . . Retail is one of the sectors in which the entrepreneurial spirit, linked with innovation orientation, is most widespread but also most difficult to transform in a real success. The retail company's point of view is adopted. The most important decisions and managerial tools at the retail level will be investigated theoretically and practically, through the analysis of international real retail practices in different sectors. Students will have the opportunity to apply the concepts seen in class and taste how intriguing could be developing a new and innovative retail concept in a team-competition with others top international Business Schools. Idea creation and guidelines for implementation will be the pillars to succeed in the competition. The former will be developed in the school's learning lab, while the latter applying the theoretical concepts with the Professor's supervision.

LEADERSHIP & HUMAN RESOURCES

➤ RHPM3A – Leadership : Theory and Practice

- 5 ECTS
- English course
- Pre-requisites : GIP02F or GIP02E
- Instructor : A. Potel

The issues at stake in this course are to make participants aware of the human dimension of leading organizations, to "wring their necks" at some preconceived ideas about leadership and to promote humane and responsible leadership. The aim is to get students to reflect on the theme of leadership in order to enable them to develop a proactive attitude, the ability to interact within a team and leadership skills, through the study of socio-scientific theories of leadership and practical exercises.

- **MT107 – Lean Management** 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : N. Ballay

Lean management can be defined as an approach aimed at improving operational performance by systematically eliminating all sources of waste. The method was born in industry but finds more and more applications in the world of services. The course provides a concrete approach to the different stages of a lean project as well as the various associated tools (5S, value stream mapping, Gemba walk, etc.).

➤ 5A2H03 – Managing International Teams

- 5 ECTS
- English course
- Pre-requisites : RECAPSS or PCE
- Instructor : V. Drummond

Welcome to Managing International Teams! As a consequence of the expansion of global markets, multicultural situations have become commonplace in our personal and professional lives. You certainly go through such situations at EM Lyon or at your home university every day, whether by taking courses given by professors from a different cultural background, talking and establishing interpersonal relationships with your foreign classmates, or being yourself an exchange student in France. Being aware of cultural differences has become a key to survival. Globalization provides the illusion of sameness,

and technological progress does not by itself guarantee that effective communication with people from other cultures will occur. We therefore need tools to deal with culturally-based differences in style and substance. Being a Global Manager means being able to adapt to your partners' and clients' different pace and style of communication. It also means developing your own ability to see things from a different perspective, It therefore implies being able to perceive and decode new environments, to analyze different practices and to choose whether to impose a standard approach, or to adapt to different ways of communicating and managing.

➤ 5A2H01A – Strategic Human Resource Management (Online)

- 5 ECTS
- English course
- Pre-requisites : G1P02E or G1P02F or G1H02F or G1H02E
- Instructor : S. RANDON

Achieving better performance through Human Resource requires more than just technique and guts. It involves critical thinking about how working with people contributes to businesses and how to get the best from workers. This course provides a conceptual framework developed by EM Lyon professors and uses full online learning activities to teach students how to apply strategic human resource management to a real company.

5A2S07 – Designing and Managing Organizations for Diversity and Inclusion

- 5 ECTS
- English course
- Pre-requisites :
- Instructor : R. Huising

Organizations have come to realize the importance of having a diverse workforce and an inclusive environment. Despite good intentions and significant efforts, diversity and inclusion are difficult goals to achieve. This course explores: why diversity and inclusion are important organizational goals, the barriers and challenges to achieving these goals, and how to design better policies and practices. Drawing on insights from the social sciences, this course uses an evidence-based approach to examining the topic of diversity and inclusion. Students will learn how to design and evaluate diversity initiatives related to hiring, promotion, and retention. Further, students will consider how various inclusion practices can be designed and implemented at the team and organizational level. The course draws on case-studies, simulations, and design-based methodologies to engage students in real-world challenges.

SOCIAL SCIENCES, LAW & HUMANITIES

PG112 – Geopolitics in Asia

- 5 ECTS
- English course
- Pre-requisites :----
- Instructor : M. Anand

In today's era of globalization but also rising protectionism, the world is witnessing greater exertion of geopolitics by state-nations towards promoting their political, strategic and economic interests in their home country but also globally. Geopolitics refers to the study of the effects of geography on politics and international relations and in turn on economy and business. Managers and corporations need to scan and analyse the geopolitical environment, which increasingly exerts an impact on the challenges and opportunities facing their business. Companies need to recognize that politics influences the business environment now more than it has for decades. CEOs and managers therefore need to have a deeper and informed view on the geopolitical landscape, particularly when economic logic is seemingly no longer a constraint on political decision, rather, it is intertwined. In this elective we will look at the reshaping of the world economic order under hegemony from Asia and particularly from three Asian powerhouses, namely China, India and Japan. Over the past two decades we are witnessing the shift of global economic and political order from a unipolar world (largely due to U. S. dominance) to a multipolar world where emerging markets particularly from Asia are playing a key role. Within this evolving global geopolitical landscape, Asian economies are increasingly playing a decisive role in shaping it along with underlying tensions and issues within Asia as well as its implications for the rest of the world.

➤ 5A2H05 – Digital Business Law

- 5 ECTS
- English course
- Pre-requisites : Business Law
- Instructor : F. Travieso

This course deals with the application of legal issues in the digital industry environment. The course will take into consideration previous experiences and knowledge on e-commerce law, fundamentally on Contract law, Intellectual Property, principles of employment law. Students are expected to understand the legal implication in business of contracts, protection of privacy and data, and learn the legal framework on crowdfunding, international licenses and the consequences of international infringement of intellectual property. The analysis

and understanding will be made through the use of case studies and other methods and practical examples.

➤ 5A2H09 – Management of Intellectual Property Rights

- 5 ECTS
- English course
- Pre-requisites : Business Law
- Instructor : J. Scicluna

The goal of this course is to give students an overview of Intellectual property rights in an International and highly competitive environment. The students will be presented with the legal concepts governing Intellectual Property and how these rights interact together.

More specifically its objectives are to see how Intellectual property is an asset used by companies as a strategic tool in their business. Through practical and interactive sessions the students will explore the relation of Intellectual property with marketing, International trade, cross-border litigation and export strategy.

Through presentations and discussions with IP professionals from various industries and service providers, students will also grasp the managerial and cultural implications of Intellectual property.

➤ HUMA11 – Power and Politics

- 5 ECTS
- English course
- Pre-requisites :
- Instructor : F. Souiah

This class will look at various questions of power and politics through the lens of social movements. Collective action is ubiquitous in today's society. From #MeToo to the yellow vest, from *Occupy* to the Arab Spring, from ecovillages to the French *Zone à Défendre*, we can see how people organize to transform the law, markets, organizations, gender relations, discrimination, educational inequalities, international relations, language, and cultures. While hegemonic thinking tends to make us take the current workings of social structures for granted, social movements reveal the manifold social arenas in which people oppose the status quo. Movements remind people of their own power to make change happen, and they bring back a sense of empowerment to everyday people, making the personal political. This class will explore key theories and concepts in the social movement literature, looking at their tactics and their repertoire of actions, and we will observe how different social institutions - education, the workplace, language, laws - are contested and challenged both from within and from the outside.

➤ 5A2S06 – Sciences and Technology in the Anthropocene

- 5 ECTS
- English course
- Pre-requisites : RECAPSS
- Instructor : V. Arnhold

As techno-scientific innovations proliferate, so do controversies over their effects on humans and the environment. Be it in the field of nuclear power, digital technologies, drugs, AI, spacecraft or biotechnologies –among many others-, controversies over benefits, dangers and regulation of techno-sciences have multiplied. Climate change and the Anthropocene leads us to rethink the ways in which humans shape the natural world with science and technology. At the same time, social movements and researchers investigate the role of science in the “production of ignorance” on health and environmental destruction for the benefit of powerful organized interests, while “fake news” and conspiracy theories question the role of scientific reasoning in decision-making altogether.

This course opens the black box of “technology” by showing how social structures shape the design and use of technology. It investigates the relations between science, power and politics through the lens of public controversies and looks at the role of science and technology in organizations and investigates how their use contributes to producing or limiting environmental damage.

Controversy analysis gives students the methodological tools to navigate contemporary debates about science, technology and the Anthropocene and encourages them to work autonomously on their areas of interest. The course also proposes a reflection on the conditions of success of technological innovation in the context of multiple uncertainties and encourages students to reflect on the role of science and technology in CSR, risk and environmental impact assessments.

CSR & SUSTAINABILITY

➤ PG102 – Systems Thinking and Sustainability

- 5 ECTS
- English course
- Pre-requisites : GIH02F or GIH02E
- Instructor : J. Struben

Despite "sustainability" being considered a key driver to innovation, why is "sustainability" so hard to achieve? Why do so many organizations, initiatives, or policy interventions fail to produce impactful and lasting results? Why is it so hard to build organizational capabilities for sustainability that are themselves self-sustaining? How do actors identify and design high-leverage policies, without them being thwarted by unanticipated side effects? Mounting pressure on the environment, under accelerating economic, social, and technological change challenges managers and policy makers to learn how to design and manage high leverage and robust strategies and policies. And we must increasingly learn how to design and manage complex systems with multiple feedback effects, long time delays, and nonlinear responses to our decisions. Yet learning in turbulent situations is difficult because we never confront many of the consequences of our most important decisions. Effective learning for sustainability then requires methods to develop systems thinking skills, to represent and assess such dynamic complexity, and tools for accelerating learning throughout an organization. This course introduces you to systems thinking for organizational policy and strategy with a focus on sustainability issues - environmental, health, and social. You will learn to visualize an organization and its broader environment in terms of the structures and policies that create dynamics and regulate performance. You will perform dynamic analysis, using 'microworlds' (management flight simulators) where space and time can be compressed, slowed, and stopped, to examine the long-term effects of decisions, systematically explore new strategies, and develop understanding of complex systems.

➤ 5A2111 – Climate Strategies for Organisations

- 5 ECTS
- English course
- Pre-requisites : 5A2M02
- Instructor : X. Blot

Year after year the impact of climate change is getting more and more attention from governments and companies. The issue is generally approached with a technical angle,

missing the key growing role climate change is playing in business. Corporations will have to adapt their activities in a more constrained world, based on limited resources. Whatever the job or the sector, future manager will have to take it into account as a vital input for decision-making. This course aims at giving the keys of understanding and the means of actions to the future managers to work in this transition. To do so, it combines economics, law, history, marketing, business model, sociology and geopolitics. It is based on a rich literature both from the academic and industrial world, and it is addressed to motivated students from all background. Finally, it will follow an active pedagogy focused on group work to write a strategic analysis on a specific sector.

➤ 5A2A01 – CSR Reporting

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : M.C Loison

This course provides an overview of current practices and challenges in CSR (Corporate Social Responsibility) or sustainability reporting. Organizations are facing increasing pressure to be accountable and transparent, and to disclose a wide variety of information about their activities, including their CSR and sustainability. To satisfy the information needs of external and internal stakeholders, more and more organizations are reporting on their social and environmental performance. The first aim of this course is to introduce students to the different concepts and frameworks that underpin CSR reporting. The second one is to give students the basic skills to get familiar with CSR reporting tools and instruments available to help organizations manage and communicate their CSR performance to internal and external audiences, as well as to develop their ability to analyse the information provided by organizations. The course will also show how CSR reporting will have dramatic implications for the practice of accounting and auditing in the future.

STRATEGY, CONSULTING & SUPPLY CHAIN

5A2B15 – Economic Strategy and Competitiveness

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : L. Xiong

With the developments of the world economy becoming ever more unpredictable, especially in the Covid era, there is not only a need for professionals to keep a sharp mind of what is happening around us right now - they need to also think about how the future could unfold, strategically. Even though this course is by no account claiming to be a crystal ball, it seeks to help professionals gain a clearer understanding of the latest economic, social, and technological affairs happening around us. It is intended to build economic strategic thinking, grounded on competitiveness studies and social progress. There is a myth that consultants and entrepreneurs should only focus on firms. However, the turbulent economic environment declines this short-sightedness. It's required for the decision-makers to have a periphery vision to stay vigilant on happenings in various industries and in different territories. This course, as the cornerstone of corporate consulting, is suitable for young professionals who have interests in pursuing consulting and entrepreneurial direction.

5A2B13 – Global Strategy

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : T. Han

Globalization has become one of the central features of our contemporary world. The central questions to be addressed in this course are, first, what are the strategic issues and tradeoffs facing firms, multinational enterprises (MNEs) in particular, in an increasingly global environment and second, how to approach key strategic decisions in the internationalization process? The course consists of three sections. The first section focuses on understanding the motivations of international expansion (Why do firms go abroad?). After reviewing the opportunities and challenges associated with internationalization, we conclude the discussion by introducing the generic strategies that create value globally. In the second section, we address some fundamental topics in global strategy. First, we cover frameworks that assess potential locations (Where to go abroad) and the optimal timing of foreign entry (When to go abroad). We then examine the organizational decisions firm face when competing abroad (How to operate globally), with a focus on an array of entry modes and

the dual pressures of global integration and local responsiveness. The third section tackles two profound challenges faced by MNEs today. We first discuss how firms achieve competitive advantage by effectively managing innovation activities on a global scale (How to manage global innovation). We then take a closer look at emerging markets (How to win in emerging markets). Specifically, we focus on how to craft strategies to succeed in those markets, and how MNEs from these markets participate in global competition.

➤ 5A2S02 – Leading Strategic Change

- 5 ECTS
- English course
- Pre-requisites : RECAPSS
- Instructor : N. Radoynovska

The course is intended to prepare students to understand and be able to lead strategic change in organizations. It integrates strategic analysis (analysis of the environment, positioning, analysis of resources...) with organizational analysis (analysis of power relations, culture, information systems, reward systems...). It examines questions such as: is the organizational design appropriate for achieving the defined strategy? Is the chosen strategy compatible with the strategic capabilities of the firm? How do you diagnose and manage cultural clashes following a company merger? How do you recognize and deal with resistance to change?... The course is based on continuously alternating between the discussion of theory and applied cases. Cases can be pedagogical or presented and animated by external consulting firms.

5A2B09 – The Belt and Road Strategy for Business

- 5 ECTS
- English course
- Pre-requisites :
- Instructor : N. Zivlak

The purpose of this course is to introduce students to the Belt and Road Initiative, one of the largest projects in world history, and its impact on designing international business strategy for various companies. For business executives from all around the world, markets in emerging countries seem to be more attractive than ever before. However, it is still difficult for people only experienced in developed countries to enter and succeed in some of these emerging markets. This course should offer students a strategic, multidisciplinary vision of the present situation in the emerging frontier markets all around the globe, countries along the Belt and Road Initiative including China, South-East Asia, Russia and CIS, Africa as well as emerging Central and Eastern European economies. Students will analyze the major factors that could influence the economic and political strategies in these countries and new

opportunities and challenges for business. Finally, the focus will be on unique strategies that integrate management, marketing, financial, operational approaches, and discussion how both large multinationals and smaller, entrepreneurial firms can benefit from a better understanding of the Belt and Road Initiative and dynamics of these countries and regions.

➤ SHEC10 – Asian Business Environment

- 5 ECTS
- English course
- Pre-requisites : None
- Instructor : F.Travieso

This course aims to provide students with solid knowledge about business environment in China and Asia and it includes different aspects important for doing business in this vibrant region of the world.

Course starts with an overview of Asian political economy, economic development, geopolitical context, business environment in major Asian Economies. Belt and Road initiative and major factors for China's Economic Development will be additionally analyzed. Afterwards it moves on the addressing Chinese business culture and etiquette and to compare it to the Western culture, especially the part of negotiations in Asia.

In the third part of the course, focus will be on legal and regulatory business environment in China and other Asian economies. Five-year plan in China, Shanghai free Trade Zone, and the ways foreigners might invest in China and Asia will be addressed in detail.

In the last part, course will also cover strategic industry sectors in China and Asia and certain specific industries. In addition, this course will also discuss firm's competitive strategy issues in the same region.

➤ 5A2B14 – Nonmarket Strategy: Firm, State & Society

- 5 ECTS
- English course
- Pre-requisites : GIH02F or GIH02E
- Instructor : A. Birhanu

In competitive strategy, the rules of the game, (formal and informal) institutions, that govern markets are assumed to be exogenously set and function well. Strategy formulation and firm competitiveness are thus confined in the market domain. It is determined by the Porterian 5 forces and firm capabilities. In this course, we challenge the two assumptions 1) rules of the game are exogenous and 2) that they function well. We examine how institutions are endogenously determined by the interaction of firms and non-market actors, discuss the inefficiencies of certain institutions, and how firms can gain a competitive advantage both

in the short and long-run by engaging in the non-market environment individually or collectively. From the non-market domain, we specifically focus on the state, regulators, and other organized groups. Students will learn different frameworks of analyzing the non-market environment, when and how firms engage in the non-market environment, and its performance consequences.

MT47 – Logistics Management

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : Y. Gong

Logistics management is one of the most important parts of the supply chain which plans, implements, and controls the material flow and storage of goods, services and related information between suppliers and customers in order to meet market requirements. In this course, you will learn basic concepts and theories of logistics management, discuss the practice of logistics management in the supply chain, and study the implementation methods of logistics management systems. Particular emphasis is given to optimization methods and case analysis to acquaint participants with various tools and techniques used in logistics management. Course content includes: introducing logistics systems, forecasting logistics requirements, designing the logistics network, solving inventory management problems, designing and operating a warehouse, planning and managing long-haul freight transportation, planning and managing short-haul freight transportation, and linking theory and practice. Introduce basic concepts, theories, and methods of logistics management. Analyze the technical and organizational challenges for implementing logistics management. Acquaint participants with various tools and techniques used in logistics management. Discuss the practice of logistics management in supply chain networks.

➤ 5A2D26 – Operations Management

- 5 ECTS
- English course
- Prérequis :
- Responsable : Y. Rekik

Même si, comme c'est probable, vous ne vous destinez pas à une carrière de direction des opérations, un langage commun vous sera extrêmement utile, permettant de prendre des bonnes décisions systémiques.

Les "opérations" sont la fonction de l'entreprise qui produit et livre ce que l'on vend. Non seulement, cette fonction est indispensable, sinon on ne vend rien, mais c'est elle avant tout

qui crée ou détruit de la valeur, car c'est elle qui rend les clients satisfaits ou non. Ses performances doivent être :

- a) mesurées et mises sous contrôle par de la planification, de la qualité et de la gestion des risques,
- b) constamment améliorées par de l'excellence opérationnelle,
- c) transformées par des innovations (projets de nouveaux produits, nouvelles technologies, nouvelles organisations).

Non seulement l'industrie, mais aussi les services, et même les institutions non-lucratives ont des opérations.

Les opérations comprennent classiquement la production qui transforme les livrables (dont les achats, partie externalisée de la production), et le "management de la supply chain". Nous insisterons particulièrement sur cette dernière, en raison de ses liens étroits avec la partie commerciale. Elle traite d'une part de prévisions, planification et ordonnancement, et d'autre part, de la gestion physique des flux (transports, stockages, traçabilité, etc).

Différents "modèles d'opérations" correspondent à des modèles d'affaires, et la clef de la performance est là. A long terme, les choix stratégiques (make-or-buy, investissement, technologie, recrutement, implantation géographique, etc.) demandent une profonde réflexion de toute l'entreprise (d'où le besoin de langage commun).

- **MT50 – Operations Strategy**
- 5 ECTS
- English course
- Pre-requisites : None
- Instructor : Y. Gong

Today's managers have understood that manufacturing and operations have to be managed in the broader context of business strategy. Operations strategy examines how manufacturing and service operations can be used as competitive weapons, rather than a narrow and functional area based on simple objectives such as cost minimization or revenue maximization. Students will learn what constitutes an operations strategy and how organizations can create value by managing operational complexity and uncertainty. This course will provide a unifying framework for analyzing strategic issues in manufacturing and service operations, analyze relationships between manufacturing and service companies and their suppliers, customers, and competitors, and explore means of competition such as cost, quality, flexibility, price, and innovativeness.

- **MK90 – Venture Strategy**
- 5 ECTS
- English course

- Pre-requisites : Level 1
- Instructor : T. Cooper

This course contributes to developing a sense of entrepreneurship in the context of international trade. It enables more specifically to understand the various activities associated to creating a new business and the interdependencies between the various functions of the firm (horizontal management) required to succeed in a new venture. It also contributes to developing a keen sense of analysis and adaptation to a fastly changing and very competitive environment.

In the past, there has been very little opportunity to experiment with actually starting a new business. The focus of this course is on gaining new venture experience. Through a computer simulation, we will place you into a very realistic international business setting where you will start up and run a company for one-and-a-half years (five rounds of decision-making).

The Marketplace is the most comprehensive new venture simulation available in the world. The Marketplace lets you build an entrepreneurial firm, experiment with strategies, and compete with other students in a virtual business world. You are given control of a simulated business and must manage its operations through several decision cycles. Repeatedly, you must analyze the situation, plan a strategy to improve it and then execute that strategy out into the future. Incrementally, you will learn to skillfully adjust your strategy as you discover the nature of real-life decisions, including the available options, linkages to other parts of the business, conflicts, tradeoffs and potential outcomes.

The specific goal of the exercise is to develop your management skills by giving you an integrated perspective of the entire business operation. More specifically, the exercise aims at:

- Developing strategic planning and execution skills within a rapidly changing environment.
- Crystallizing the linkages between business decisions and financial performance.
- Instill a bottom line focus and the simultaneous need to deliver customer value.
- Internalizing how important it is to use market data and competitive signals to adjust the strategic plan and more tightly focus business tactics.
- Developing teamwork across functions, opening up new communication links
- Promoting better decision-making by helping you see how your decisions can affect the performance of others & organization as a whole.
- Facilitating learning of important business concepts, principles and ways of thinking
- Experiencing the challenges and rewards of the entrepreneur by starting up and running a new business venture

Building confidence through knowledge and experience.

INNOVATION & ENTREPRENEURSHIP

➤ 5A2I08 – Innovation & Entrepreneurship Perspectives

- 5 ECTS
- English course
- Pre-requisites : GIH07F or GIH07E
- Instructor : C. Friedmann

Companies and all other types of organizations constantly strive to create more and better value for their customers and stakeholders. Innovation and entrepreneurial approaches are key to increase financial, social and environmental value. Based on the hands-on experience of PCE this intermediate class covers the essential basics of all major Innovation Entrepreneurship domains. Students are exposed to at least 6 different perspectives on value creation, such as:

- Startup and Takeover Entrepreneurship
- Corporate Entrepreneurship
- Social Entrepreneurship
- Innovation / Business Development
- Open Innovation
- Innovation at the bottom of the pyramid

During the class students elaborate their individual perspectives on value creation. Insights and examples provided allow students to determine in which area they personally would like to become an actor. This will allow them to choose the appropriate advanced courses in the next semesters. Students will also be introduced to the whole EM Lyon ecosystem on Innovation Entrepreneurship and get into contact with the respective professors / experts.

➤ 5A2I01 – Entrepreneurial pitch : The Power of Storytelling

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : J. Clarke

"Storytelling reveals meaning without committing the error of defining it"
- Hannah Arendt.

This course will expose students to the persuasive power of storytelling and cover topics such as creating your own personal storytelling identity and storytelling in organizations.

Telling persuasive stories is essential for new ventures and more established businesses who need to make their organizations understandable to those around them. It is how businesses select and frame their stories that both creates their identity and enables employees, investors and other stakeholders to develop a shared vision of the organization. In this course we will examine storytelling and discover a range of story types and how and when to use them. By the end of the course you should have a good understanding of not only the theoretical foundations of language-based approaches to understanding organizations but also develop some practical skills that will help you use storytelling effectively in your own life and career. You will learn about the power of the 'visual' alongside the 'verbal' in creating an effective story.

➤ 5A2I05 – Innovation at the Bottom of the Pyramid

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : M. Anand

An estimated 4 billion people globally live on low incomes, forming a sizeable population in emerging and developing markets. Although the definition of what constitutes 'low income' may vary, there is no denying the fact that this huge un-served and under-served market segment offers tremendous opportunities and challenges for multinationals and local companies alike and calls for optimal strategies and innovative business models for these markets. In fact UNDP's seventeen 'Sustainable Development Goals' (SDGs) are directly or indirectly linked to the bottom of the pyramid (hereafter as BOP) segment - primarily being poverty, hunger, health, education etc. This is in sync with the ongoing discourse on the need to tackle income inequalities, inclusive growth, and issues of sustainability and CSR in Asia and Africa. We shall look as to how firms have developed strategies across nascent yet fast-developing industries such as insurance, banking, retail, etc. to cater to the BOP. The course will focus on innovation strategies at the BOP - looking at areas such as new product development, marketing, technology, delivery and distribution etc. thus identifying key innovation processes and strategies for the development of nascent industries in developing economies to profitably and effectively address the BOP segment. This course focuses on innovation and entrepreneurship at the BOP in emerging and developing markets. It will touch upon on key themes such as: innovation in emerging markets, development economics, sustainability, CSR, rural market, public policy and nascent industries etc. that are extremely relevant to the BOP context.

➤ SHGF17 – China's financing of innovation

- 5 ECTS
- English course
- Pre-requisites : None

Instructor : L. Jun This is an introductory finance course to business school students who are interested in starting up a business or investing in start-up firms. In the first part of the course, we will introduce key concepts and methodologies in corporate finance, including financial statement analysis, cash flow valuation, and capital investment decisions. We also introduce the investment principal of risk-return tradeoff, and corresponding financial models including CAPM. The emphasis is on the foundations to help firm managers make financial decisions. We discuss life-cycle of firms, and the roles of VC & PE in different stages. We also discuss the VC method of firm valuation, and deal structures between VC/PE and start-up firms.

➤ 5A2I06 – Doing Business in India

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : M. Anand

India - an ancient civilization and home to one-sixth of the world population is going through an unprecedented economic growth that is drawing the world's attention. It is one of the fastest growing large economies in the world and is the third largest economy. Understanding of the Indian business environment within its social context is no longer an option but a management necessity for foreign multinationals as a source for further growth as well as for their managers who will work for, or in India. Entering Indian market is no longer a question of whether, but rather about how and when? Managers need to overcome 'liability of foreignness' here due to their limited understanding of Indian society - the philosophy and values that guides the nation that eventually leaves an imprint as to how business is done. This course will therefore focus on the dynamics and characteristics of business and society in the Indian context and how it is shaping its present and future in the 21st century. This elective will introduce the participants to the socio-economic changes that have occurred in the Indian economy and its business landscape over the past 25 years that have catapulted it from a closed economy to become one of the fastest growing emerging markets. While the country's development trajectory is strong, challenges remain, be it issue of socio-economic inequalities, ease of doing business, weak human development indicators, as well as hurdles pertaining to regulatory, fiscal and tax regime etc.

➤ 5A2I09 – Leveraging Social Networks for Entrepreneurs and Decision-makers

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : C. Smith

Social networking sites such as Facebook and Twitter have become popular communication tools connecting people all over the globe. For many, such sites offer a way of staying in touch, meeting new people and sharing information. However, what is much less appreciated is that social networks can play a much more powerful role in helping managers and entrepreneurs to attract vital resources to advance their businesses. In this short course, the objective is to unravel the theory and principles that underlie social networks to show how they can be exploited to maximum effect.

➤ 5A2I18 – Innovation ecosystems in emerging economies

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : T. Khvatova

At the current stage of globalization, the role of BRIC countries in the world is increasing. BRIC remains a widely used acronym to describe emerging economies. BRIC refers to Brazil, Russia, India and China. These economies are not only big emerging markets, but are leading economic powers in their respective region. At present, the share of BRIC countries in the world's export of products accounts for 19% and the share of these countries in global GDP is 33%. Hence the new growth dynamics in BRIC is reflective of global growth shift from developed to emerging markets.

In the last decade many changes has occurred in BRIC countries, in their political and economic environment. Some countries have greatly advanced due to innovation. China, instead of only exporting mass products, has become the supplier of talent and its universities have climbed up the international rankings. Some countries are still lagging behind, despite of resource abundance and high level of human capital development. In this course we will try to look at the innovation processes in BRIC countries from a systemic perspective and see what makes innovation possible or impossible.

➤ HUMA13 – Social Entrepreneurship in Action-Consulting (Online)

- 5 ECTS
- English course
- Pre-requisites : GIH07F or GIH07E
- Instructor : S. Dubard Barbosa

This course is based on a broad view of entrepreneurship as a force that produces economic, social, and ecological impact (as well as cultural, personal, and so on). Therefore, we approach social entrepreneurship from two complementary perspectives that are intertwined:- the macro level, understanding how markets emerge, how they may enhance development or not, why so many remain excluded, and how different institutions might contribute to change "the big picture"- the micro level, focusing on how social entrepreneurs create social enterprises, how they develop partnerships, and how existing organizations may contribute to and benefit from social entrepreneurship. Through engaging with entrepreneurs who aim to address the three Ps of people, planet, and profit, students will develop and apply useful skills that contribute to solve real-life issues. They will also examine the notion that "doing good" can make "very good business sense. " The main goal is to develop actionable knowledge that they can use to create their own social ventures or integrate existing ones.

➤ PG49 – New Venture, Growth and Development

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : C. Smith

It has become an uncomfortable, if not inevitable, fact of business life that many new firms will fail even before they reach their second birthday. Many will die from simply insufficient or ineffective use of resources that could so easily help their ventures to survive or grow. This course focuses on both the opportunities and the challenges of building and sustaining growth in new entrepreneurial firms, as well as on the role of entrepreneurs and managers in this process. It will cover different types of growth, the circumstances in which each form may be applied, planning and managing the dynamics of growth, and how to effect the transition from entrepreneurial to professional management. The course arms potential managers, entrepreneurs and anyone working in growing organizations, with key analytical skills, frameworks, techniques, and decision-making tools that can be used to manage new venture growth and development. It provides useful preparation for anyone interested in minimising the risks of failure and enhancing the prospect of growth. By the end of the course participants will be better equipped to negotiate the many challenges that may arise from rapid growth and to identify appropriate solutions.

DATA SCIENCE & ARTIFICIAL INTELLIGENCE

➤ 5A2D16 – Introduction to AI : Machine Learning for Business

- 5 ECTS
- English course
- Pre-requisites : None
- Instructor : F. Jaotombo

This class is an introduction to AI and business applications for all students who wish to discover the subject. The class will include an introduction to machine learning and data analysis in python (libraries pandas and scikit-learn). The class is organized in a Lecture-Recitation manner: Week 1: general introduction lecture by the professor ; Weeks 2-7 : lecture (1, 5h) for the whole class by the Professor, followed by recitation (1, 5h) in small 25 students groups with teaching assistants ; Week 8: final exam, and group presentations of group works. Students will work on a group project during the whole class.

MK34P – Python Programming Introduction

- 5 ECTS
- English course
- Pre-requisites : None
- Instructor : B. Loeillet

This course is an introduction to programming language. Using Python, the aim is to develop basic skills related to programming, and understand how to build a IT project. This includes introduction to algorithm approach, oriented-project programming, and how to use tools such as Git and GitHub.

MK34I – Business Analyst Toolbelt

- 5 ECTS
- English course
- Pre-requisites : None
- Instructor : B. Loeillet

Students will handle real problems that occur with « messy » data and reporting: requiring retrieval from databases, cleaning, reformatting, filtering, investigating for meaning and presenting their findings in a visual manner using charts and Tableau. They will access data

« in the cloud » using SQL clients, as they will in an enterprise setting, and summarize data as requested by many managers using Excel and Tableau reporting. Pivot Charts and Formulaes, too.

MK348 – Artificial Intelligence & Business

- 5 ECTS
- English course
- Pre-requisites : None
- Instructor : I. Brigui-Chtioui

The domain of AI is wide, but not always clearly defined. It is promising, but also risky and controversial. Sensationalism and jargon blur the questions of cost and benefit, of applicability and feasibility. Most of the time, computers playing chess are mentioned, or profiling techniques for marketing, or image analysis to replace radiologists, but who seriously uses AI in nuclear plants or aircrafts? AI is supposed to be the ultimate revolution, but the first program of AI was written in 1956, and the first robot in a plant was installed in 1961, that is in the age of Elvis Presley, when your grand parents were teenagers!

In this course, we demystify AI. We envisage the real applications of AI, what works already, what will work soon, what will probably never work. We investigate the pros and cons. Especially, we study how to implement AI in a project. We pay special attention to the fact that AI doesn't exist alone in the middle of nowhere, but is necessarily connected to something hard : machines, cameras, vehicles, houses, and the rest – including living beings, and nature. We explore the chances of success and the risks of failures. We are not dreaming about AI, we try to use it.

MK347 – Python Data Analysis

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : A. Kumar

An understanding of basic data analysis with code and data access tools like SQL are critical for a variety of market research and business strategy positions including data science jobs. This course prepares the student for introductory data science roles that use programming for data analysis.

MK993 – Applied Text Mining and Text AI

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : F. Jaotombo

Organizations today encounter textual data (both semi-structured and unstructured) while running their day to day business. The source of the data could be electronic text, call center logs, social media, corporate documents, research papers, application forms, service notes, emails, etc. This data may be accessible but remains untapped due to the lack of awareness of the information wealth an organization possesses or the lack of methodology or technology to analyze this data and get the useful insight. Any form of information that an organization possesses or can possess is an asset and can get an insight into its business by exploiting this information for decision making. This data could hold information about their customers, partners, and competitors. Data about customers could give them insight into how to provide better services to their customers and increase their customer base. Data about partners can provide insights into how to maintain better relationships with their partners and forge new and valuable relationships. Data about competitors can help them stay ahead of their competitors. Furthermore, having potential commercial, economic, and societal value, is expected to grow at a faster pace in the near future. The purpose of this course is to introduce students to text mining/analytics techniques which will allow them to exploit this potential by uncovering hidden value from this data for businesses. The question of how businesses can discover useful and interesting knowledge from textual data and what existing tools there are will be explored.

5A2S03 – AI tools for managers

- 5 ECTS
- English course
- Pre-requisites : --
- Instructor : K. Bajpai

Emergent technological developments threaten to upend the ways in which people and organizations work, coordinate and interact. The course covers the history and basics of Artificial Intelligence and Machine Learning, examining how AI changes the functioning of organizations, creative production and labor markets. Understanding these dynamics is critical not just for technologists building systems, but also for the managers who seek to deploy AI solutions strategically.

➤ 5A2D25 – Business Analytics

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : Y. Rezik

Business analytics refers to the ways in which organizations use data to gain managerial insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among other functions.

We firstly focus on how to use data to develop managerial insights and predictive capabilities using machine learning, data mining and forecasting techniques. Secondly, we focus on the quantitative techniques to support decision-making in the presence of a large number of alternatives and business constraints. Finally, throughout the course, we explore the challenges that can arise in implementing analytical approaches within an organization. This course is recommended in the data science / supply chain management / consulting tracks.

MK340 – Machine Learning

- 5 ECTS
- English course
- Pre-requisites : Level 2
- Instructor : J. Savinien

An introductory class to the fundamentals of computer learning from data. The class will cover an introduction to the learning problem, learning theory, and the statistical grounds for learning from data. Fundamental notions such as the bias-variance trade-off and overfitting, model validation and cross-validation, model testing, regularization... will be covered. Major machine learning algorithms will be studied and applied with the python library scikit-learn. Material covered: - Business applications of machine learning- Supervised algorithms: linear models and non-linear transforms, logistic regressions, tree-based methods (decision trees, bagging, random forests, boosting), support vector machines. - Unsupervised algorithms: k-means, hierarchical clustering, principal components analysis. - Introduction to social networks and communities. - Introduction to neural networks and deep-learning for image recognition (convolutional neural nets). This class is jointly prepared and taught by Profs. D. Ammar, H. Salam, and J. Savinien. Content and evaluations might slightly differ depending on the professor.

MK355 – Coding Dynamic Dashboard Applications

- 5 ECTS
- English course
- Pre-requisites : Level 1
- Instructor : G. Coqueret

R is an open source programming language allowing users to have easily access to powerful tools for data analysis, data visualization and modelisation. The aim of the course is to understand the concepts underlying the data-savvy culture, experience these concepts in R and render data science insights by deploying apps. From import to communication, passing by data wrangling and modeling, the students will be sensitized to the notions of tidy data, reproducible search. . . using R in RStudio.