

南特高等商業學院(Audencia Nantes School of Management)

1. 交換學校介紹和課程資訊

在介紹學校之前，我要先介紹南特這個地方。若是說到法國，我們總會想起巴黎、尼斯，南特這個地方，幾乎沒有什麼人聽過。其實南特位在法國的西邊，是法國的第六大城，也曾經被評為歐洲最適合居住的地方。對我來說，這裡不是一個非常讓人很驚艷的地方，沒有巴黎那種濃厚的文化色彩，也沒有南法燦爛的海灘和陽光(當然夏天還是很熱)，但是卻給人非常舒服的感覺。在南特，有非常多的學校，是名符其實的大學城。根據法國朋友的說法，南特也是與多法國有錢人退休以後選擇養老的地方。我聽過太多在巴黎和南法某些城市發生的可怕故事，但是相較於其他法國的大都市，南特的治安可說是非常的好。或許稱不上夜不閉戶，但是流浪漢少，深夜回家時周遭的環境也不會讓人膽戰心驚。此外，或許是因為學生和高教育水準的人較多，在南特，法文不行還是可以生存，走在路上要問些什麼，都可以用英文溝通，而且比起大都市人的冷淡，南特的人也比較友善而且願意伸出援手。此外，南特的物價是我去過法國的幾個城市中最便宜的，同樣的一包餅乾在南特買和在巴黎買的價錢有些可以差到快要一倍，因此不但當地的人友善，連物價都友善的多。比較大的缺點大概就是南特不是一個好玩的地方，除了著名的景點不多之外，要去別的地方或者去別的國家旅遊時都必須要到巴黎轉車，雖然有南特機場，但直飛的地方也不多，交通並不是很方便。

介紹完了南特，就要來介紹一下 Audencia Nantes School of Management 這間學校，以下簡稱 Audencia。Audencia 是一家私立學校，算是法國前五的商業高等學院，根據同學們的說法，他們必須像我們準備聯考一樣拼了命擠破頭才能進入這間學校。學校十分重視國際化，因此有百分之 40 的學生是國際學生，所以學生們的英文程度也都很好。由於只有一個學院，而且沒有大學部，所以整個學

校的學生數目不多，校舍也不大，只有一棟樓加一個體育館。麻雀雖小，但是五臟俱全，圖書館、電腦室、討論室和咖啡廳等等應有盡有。每個學生校方每學期會贈送 150 張列印的 quota，超過就要自己掏腰包囉！討論室則是採先搶先贏制，數量不是太多，所以有時候會找不到討論室討論功課。唯一讓人受不了的是龜速的網路，而且在他們精密的設計之下，所有的教室幾乎都收不到無線網路，只有圖書館和電腦室附近收得到。

Audencia 的師資很國際化，有來自世界各地的教授，除了法國，還有美國、英國和其他歐洲國家的教授。學生的組成也非常國際化，以我所待的行銷課程 A 班來看，40 名學生大概有 1/3 是國際學生，所以除了可以和當地的法國同學交流之外，還有機會和來自世界其他國家的學生切磋。

以下的課程我將分成選修和主修來介紹：

✓ 選修

選修課我選了兩門，一門是 STRATEGIC ALLIANCES AND MERGERS ACQUISITIONS，另外一門是 INTERNATIONAL BUSINESS PLANNING。在併購這門課中，我們讀了很多關於併購的個案，有些個案必須要當場閱讀，然後當場和同學討論，並在規定的時間討論出問題的答案並準備好簡報上台報告。我覺得在這們課有趣的是讀到了許多在台灣比較少讀的歐洲個案，而且老師上課的內容也還算有趣，是個不錯的選修課。另一們選修課我選擇了國際商業企劃，在這們課中我們也是採用分組的方式，然後做出一個小報告。本次的主題是某法國飾品的牌子，老師給了很多資料，要我們從資料中去做出進入印度市場的策略分析和銷售預測。這們課的老師上課比較死板，而且比較少用活潑的例子來講解，不過該給的資料和上課內容中規中矩，該教的都還是有教。期末報告的要求頗嚴格，在很短的時間內要做出很多老師要求的內容，有一點吃力，有許多分析和預測都和財務有關，因此若是財務比較不行的同學選擇這門課，最好找到主修財務的組員，會比較輕鬆一點。

※註：選修課會在開學的前兩個禮拜密集的上完，所以這些報告也都要在非常短

的時間內就要完成。此外，選修課可選課不選，同學可以自己斟酌要不要修習或者要修幾門。

✓ 主修

在主修課方面，由於我選擇的是核心課程(還有一種是比較簡單的基礎課程)，所以只有兩種選擇：marketing 和 consulting，我的選擇是 marketing。

由於我沒有修過 consulting 的課程，所以我只簡單的介紹一下，而且以下的介紹都是從朋友那邊得到的，給之後想去交換的同學做一個參考。相較於 marketing，consulting 的課非常硬，而且有些老師非常嚴格而且課業非常繁重。除了嚴格要求不准遲到之外，回家還有像山一樣高的個案要讀，還要準備隔天要上台報告的簡報。我有朋友有些連吃午餐的時候還拿著個案在念。上課方式沒有太有新意，就是個案探討，不過可以想見一個學期下來可以累積為數可觀的個案量，喜歡個案討論的同學可以考慮選擇 consulting 的模組。在此有一點想要提醒想修習該模組的交換生，這個模組的名額是有限的，所以學校那邊會要求你寄簡歷過去做進一步的篩選，所以有的人沒選上就被流放到 marketing 模組了。

基本上，marketing 模組可以分成五大門課：Competencies and tools for product manager、Communication and Promotion、The fundamentals-information analysis, negotiation, sales techniques、Sector specific marketing and sales strategies 和 Marketing and value。每一門課底下平均又會分成兩到三個部分，每個部分由不同的老師來授課，所以授課的內容和風格也會非常不一樣。由於一旦選擇了該模組，就必須修習該模組裡面全部的課程，無法根據自己的喜好挑選，因此在此我不一一詳加敘述每一堂課的特色，而是直接介紹整個模組課程的特色和優缺點。行銷模組的課程內容非常多元化，從廣告、行銷(內容又含各式各樣的行銷)、談判技巧到資料分析都有涵蓋，所以好處是可以接觸到很廣泛的課程，但是缺點就是無法非常深入，有不少課程整學期只會上個兩三次，必須要習慣不斷更換老師的過程。此外，由於每個老師都會給課堂作業和期末報告，所以整學期加起來需要撰寫或者上台報告的量就非常的多。不過有一點值得慶幸的是，報告都不是非

常難或者非常耗時的 project，所以即使報告的量很多，還在可以處理的範圍。比起 consulting 的模組，行銷模組的課程較活潑有趣，而且相對來說也比較輕鬆。每一個報告都要分一個組，所以有機會和不同的人一組，也算是一種有趣的挑戰。

※註：由於網路上並沒有課程大綱，所以我將我們向負責人要來的課程大綱放在附註，以供選課參考。若是有需要，你也可以寫 E-mail 給負責人索取最新的課程大綱

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2. 生活和文化交流

生活中的食、衣、住、行、育樂，有很多我已在前面的篇幅或者電子報中陳述過了，在此我要針對食和育樂再進一步的介紹。

在飲食方面，法國不像台灣到處可以買得到便當，若是在外面吃飯，幾乎都要到餐廳，動輒十幾二十歐，對於經費有限的學生來講，實在很難負擔得起。所以大部分的交換生都是自己到超市買食材在家烹煮。在此建議可從台灣帶一些現成的醬料，如維力炸醬麵罐頭、紫菜等過去，有時候不想花太多心力煮飯的時候便可以派上用場。在綠線的 Bouffay 站附近，有一兩家中國超市，裡面有賣許多醬料，如醬油、油膏和炸醬等等應有盡有。因此若是行李太重無法帶台灣的醬料過去，也都可以在那邊補貨，只是不一定買得到台灣的品牌就是。此外，中國超市也有在賣泡麵，一包大概是 0.5 到 0.6 歐左右，和台灣相距不大。雖然口味有限，但是除了日本泡麵，也有一些台灣的品牌像是統一和味全等等，建議可以把帶泡麵的行李重量省下來帶一點別的東西。平常有去學校的時候，可吃學校的餐廳，一餐 3.05 歐，可以選一個前菜，一個主菜和一個甜點，非常划算。或許算不上美味可口，但是吃個粗飽絕對沒有問題（因為量很多）。一到中午餐廳就會人山人海，要排很久的隊才能夠買到飯（我在台灣沒看過吃飯要排這麼長的隊），所以如果可以提早到 12 點以前去吃就盡量提早一點，然後要注意餐廳只供應到兩點。學校裡面有一個咖啡廳，裡面在中午的時候也會販售一些輕食，如三明治

和麵包夾起士火腿等等，但是量不多，太晚去通常就會賣得一乾二淨。若是自己帶便當，在學校裡面的咖啡廳二樓有微波爐，有時候晚餐煮太多或者是厭煩了人擠人的餐廳，也是個好選擇。

由於在南特，我幾乎沒有什麼在餐廳吃飯的經驗，因此關於這方面的資訊就無法分享給大家。不過倒是很推薦法國的麵包和甜點，因為非常好吃，而且價位雖然比台灣貴一些，不過以當地的物價來說算是很親切的價位了。在 Commerce 下車之後有一排麵包店，轉角那一間是一家連鎖的麵包店(我已經忘記店名了)，其產品經濟又實惠，好吃又便宜。喜歡法國麵包的可以試試看大型超市 E·Lecler 裡的 baggett 非常便宜又好吃，雖然只要 0.3 歐元，卻是我吃過的法國麵包裡我最喜歡的。其餘必吃的東西像是 cheese、優格等乳製品也很便宜可口。

說到育樂，法國的育樂真的沒有台灣的多元。由於店家在平日 7 點就會幾乎全部都關完了，也沒有 KTV 和夜市可以打發時間，所以當地學生晚上的休閒就是在 bar 喝喝酒或者是去 pub 參加 party。Audencia 有學生會專門在舉辦 party，每個禮拜有機會都會有一個，然後有不同的主題，你可以去學生會買門票，當天就可以憑票進場和兌換兩到四杯不等的酒。Party 是法國學生很大的一個重心，一定要去參加看看，你會發現平常在課堂中同學，到了那邊又是完全不一樣的面貌，可能平日看起來嚴肅話少的同學，喝了酒就變得瘋狂又熱情。而且，party 的內容可以是很好的聊天主題，也是和當地學生建立起友誼橋梁的最好方式。此外，有些學生可能會請你去他們家開 party，這個時候請記得不要空手去喔！一定要帶一瓶酒或者一個大家可以分享的蛋糕等等，才不會失了禮數。

如果是上學期交換，就會遇到他們的學生會(BDA 和 BDE)成員競選活動，這可以算是 Audencia 一年一度的盛事喔！會有很多有趣的活動和免費的好康，還有機會可以交到很多法國朋友。這些活動包含政見發表會、拉票活動和運動比賽等等，你可以在活動中發現很多和台灣不一樣的文化和風情，非常有趣。我的法國朋友曾經告訴我，他放棄第四名的學校來到第五名的 Audencia 就是因為這間學校的校風非常活潑，充滿了活力與朝氣。所以若是真的去到了 Audencia 一

定要去體驗一下這些特別的活動喔!

3. 注意事項

Audencia 的課程安排很特別，同一門（即使是同一個老師）不會在每一個星期的同一個時間和地點上課。他的課表是根據教授們有空的時間來安排，因為在同一個模組，教授們可以根據選擇自己有空的時間上課而不必擔心衝堂，因此要有隨時登入系統看看課表是否有更新的習慣。有一點要提醒大家，即使你已經可以看到 1 個月以後的課表，那還是隨時都有可能改變的，根據校方的說法，只有保證一到兩周內的課表是確定不會變的。還有，課表上雖顯示的是同一門課，但由於該門課可能由三個老師合上，而且這三個老師很有可能是交叉著上課（不是誰先上完再換誰上），所以記得要注意授課老師的名子來確認到底上的是什麼課。和台灣完全不同的課表安排方式，除了讓我有點難以適應之外，也讓我在安排旅遊的時候多了很多麻煩和未知數。

雖然南特是一個安全的城市，但不代表法國的其他地方或者歐洲的其他地方就一樣安全。在安排旅行的時候一定要注意自己的安全，在訂機票或者車票的時候千萬不要訂時間太早的班機或者車班，因為我和我的同學都是在一大早被搶劫，根據當地駐外代表的說法，一大早有時候比深夜還要危險喔！然後最好從台灣帶一個暗袋過去，在旅遊的時候把重要的護照、提款卡和較多的現金放在暗袋，可以降低旅遊的風險。整體而言，歐洲的治安不是太好，尤其是法國幾個大城（巴黎、馬賽等）、西班牙和義大利等等，若是有到這幾個國家旅遊千萬要小心自身與財務的安全。

最後，祝福看官有個收穫滿滿的美好交換之旅。

附錄(一)

Marketing major

S5MKT521P: COMPETENCIES AND TOOLS FOR THE PRODUCT MANAGER

Teachers :	Outside teacher(s)		
Targeted skills :	<p>CG04 : To understand the life within and the way firms operate</p> <p>CG05 : To understand the various environments</p> <p>CG06 : To be able to apply theory to concrete situations</p> <p>CG12 : To choose those actions that are in line with the strategy</p> <p>CG13 : To define, suggest and defend strategic choices</p> <p>CG16 : To identify, evaluate and allocate the necessary resources for the realization of strategic choices</p> <p>CG18 : To implement the action plan</p> <p>CG19 : To increase the economic and social added value of the firm</p> <p>CG10 : To understand and become skilful in the use of decision support systems</p>		
Aim of the course :	Acquire, by professionals' interventions, the knowledge of tools and specific or transverse marketing practices. Better know certain sectors.		
Pedagogic methods :	Lessons, work groups, case studies		
Assignments :	Lessons, work groups. Production of professional recommendation (launching of products, panels analysis, etc.		
Evaluation : 6 ECTS	Continued	100 %	
Bibliography :	● Présentation audience english		

Course 's planning :		45 hours minimum
N°	Type	Detailed description
1	Lesson and work group	Marketing 360°
2	Conference and	Retailing and logistic

	visit	
3	Lessons and case study	panels
4	Lesson and case study	L'Oréal Brandstorm
5	Lesson, case study	Industrial marketing and business engineering.
6	Lesson, case study	marketing and sales
7	Lesson, case study	the BAT concept - Danone

S5MKT523P: Communication and Promotion

Teachers :	Jean Louis NICOLAS			
Targeted skills :	CG05 : To understand the various environments CG18 : To implement the action plan CG13 : To define, suggest and defend strategic choices CG06 : To be able to apply theory to concrete situations			
Aim of the course :	-To understand the role of communication (a wide view including advertising, public relations, sponsoring, direct marketing, etc.) in a company's strategic marketing. - To master all communication tools necessary for a student of a marketing Major orienting him/herself towards this sector and to learn these methods' practical application techniques. - to discover the strategy and tools for e communication and e marketing and CRM			
Pedagogic methods :	Classes, case studies, video, audio, supervised work			
Assignments :	To build a communication campaign (case study in work group) To analyse the e marketing of a firm or institution (project in group)			
Evaluation : 5 ECTS	Continued	67 %	Team Project (presentation and report)	67 %
	Final	33 %	Individual Written Assignment	33 %
Bibliography :				

Course 's planning :		Communication 14 hours - e marketing 12 hours - semiotics 10 hours - CRM 9 hours
N°	Type	Detailed description
1	Classes and cases studies	The communication strategies and the communication tools (Mme Chartier)
2	Classes, case studies,	e communication and e marketing

	supervised work	
3	Lesson & case study	CRM
4	Lesson	Semiotic

S5MKT525P: THE FUNDAMENTALS - INFORMAT°

ANALYSIS.NEGOTIAT°.SALES TECHNI

Teachers :	Jean Louis NICOLAS	Charlotte Laigo Mouiche
	John SAUNDERS	Veronica WONG
	Nicolas MINVIELLE	
Targeted skills :	<p>CG01 : To improve one's own behavior</p> <p>CG03 : To act upon the individual, collective and organizational factors for innovation and change within an organization</p> <p>CG06 : To be able to apply theory to concrete situations</p> <p>CG08 : To be able to give a definite form to an argument</p>	
Aim of the course :	<p>This module is designed for students of the two Marketing Majors. It comprises teaching that all students must follow if they wish to orient themselves towards a career in marketing or sales. It is organised in two parts:</p> <ul style="list-style-type: none"> - Information analysis: the aim is to consolidate the knowledge gained in, the core courses, to discover the different techniques of quantitative study (in particular, factorial analysis and classification methods), to employ more effectively information tools relevant to the treatment of complex statistics. - Negotiation and sales techniques: an introduction to sales professions and to sales techniques, plus a first step towards being operational in sales techniques. Finally, testimonies (short presentations by marketing and sales professionals on their professions) 	
Pedagogic methods :	Information analysis :	

	<p>- Classes</p> <p>- Supervised computer-based work in small groups</p> <p>Sales techniques: classes, supervised work, role plays</p>			
Assignments :	<p>To be able to negotiate. To understand data analysis and to be able to use some tools of SPSS</p> <p>- International marketing:</p> <ul style="list-style-type: none"> • To analyse complex international marketing environments using appropriate techniques. • To develop and critique theoretical approaches informing international marketing management. • To critically evaluate options and make recommendations for the development of international marketing strategies appropriate to different international markets using relevant theoretical frameworks. 			
Evaluation : 5 ECTS	Continued	100 %	Team Project	100 %
Bibliography :	<ul style="list-style-type: none"> ● Presentation ● Market - Etudes et recherches en marketing - 3 ed - EVRARD Y., PRAS B., ROUX E. - 2003 - DUNOD ● Hollensen, S. (2007) Global Marketing, Prentice Hall, 4th edition. ● Brand Innovation: Context and Commercialisation ● The Product Innovation Challenge ● BLOCKS & REMOVING THEM ● The Environment of Innovation: technology, race and rock'n'roll ● Rohm and Haas <p>New Product Marketing Strategy</p>			

Course 's planning :		45 hours
N°	Type	Detailed description
1	lessons and sketches	sales and negociation
2	lessons and case studies	Data analysis

3	Lessons & case studies	International Marketing
4	Lessons & case studies	New Product Development

S5MKT526P: SECTOR SPECIFIC MARKETING AND SALES

STRATEGIES

Teachers :	Jean Louis NICOLAS	Laurent Fabre		
	Rhona JOHNSEN	Monica MACQUET		
Targeted skills :	CG04 : To understand the life within and the way firms operate CG05 : To understand the various environments CG13 : To define, suggest and defend strategic choices CG18 : To implement the action plan			
Aim of the course :	-To discover the particularities of services marketing : marketing strategies, marketing tools, approach and client loyalty, etc. - To discover the particularities of B to B			
Pedagogic methods :	Classes, discussions, practical case studies, group projects			
Assignments :	For each course, team project, with final report for services marketing			
Evaluation : 5 ECTS	Continued	50 %	Team Project	50 %
	Final	50 %	Individual Written Assignment	50 %
Bibliography :	<ul style="list-style-type: none"> ● Adrian Palmer – Principles of Services Marketing – 4th Edition – McGraw-Hill Book Company ● Philippe Malaval - Marketing Business to Business - Village Mondial 2001 			

Course 's planning :		Services : 4 days * 6 hours - B2B : 3 days* 7 hours
N°	Type	Detailed description
1	Lessons, practical case studies	B2B MARKETING
2	Classes, discussions,	services marketing

	practical case studies, group projects	
3	Presentations	case presentations in groups

S5MKT527P: Marketing and Value

Teachers :	Jean Louis NICOLAS	Paul Mc Donagh		
Targeted skills :	<p>CG05 : To understand the various environments</p> <p>CG10 : To understand and become skilful in the use of decision support systems</p> <p>CG08 : To be able to give a definite form to an argument</p> <p>CG13 : To define, suggest and defend strategic choices</p> <p>CG16 : To identify, evaluate and allocate the necessary resources for the realization of strategic choices</p> <p>CG19 : To increase the economic and social added value of the firm</p>			
Aim of the course :	To help students understand that all strategic marketing developed by a product manager (industrial or consumer) should generate a value for the company, the client and all parties involved in the process . To achieve this one must employ tools that allow value to be defined and measured then transfer this to the contribution of value to marketing actions (for example, pricing strategy, budget definition, etc.). The course aims also to provide students with an understanding of the role of Key Performance Indicators (KPI), primarily in a commercial context			
Pedagogic methods :	Classes, case studies, practical work, group work, final projects			
Assignments :	practical work and projects (group work)			
Evaluation : 5 ECTS	Continued	67 %	Team Project (presentation and report)	67 %
	Final	33 %	Individual Written Assignment	33 %
Bibliography :				

Course 's planning :		24 hours on value and marketing, brand equity - 21 hours on business plan
N°	Type	Detailed description

1	Lessons and cases studies	Marketing and value, brand equity
2	Lessons and team project	KPI

附錄(二)

Consulting Major

STR520: CONSULTING IN STRATEGY AND CHANGE

MANAGEMENT

Teachers :	Alexandre PERRIN	Corentin CURCHOD		
Targeted skills :	CG06 : To be able to apply theory to concrete situations CG08 : To be able to give a definite form to an argument CG12 : To choose those actions that are in line with the strategy CG14 : To adopt as one's own the strategic objectives			
Aim of the course :	<p>The strategic management process is the full set of commitments, decisions, and actions required for a firm to develop a vision and compelling business plan to achieve strategic competitiveness, earn above average returns and sustain growth. The course will develop knowledge of the strategic management process, including strategy analysis, formulation and deployment. This course is a study of decision-making, including integrating analyses and policy determination at the overall management level.</p>			
Pedagogic methods :	Lectures Articles analysis Case analysis Lectures Articles analysis			
Assignments :	<p>Students search for new knowledge and solutions to long and short-term problems and opportunities in specific businesses. Their two main objectives are:</p> <p>1°) To be able to conduct an industry/sector/market research; 2°) To be able to manage change.</p>			
Evaluation : 6 ECTS	Continued	50 %	Continuous assessment	50 %

	Final	50 %	Final exam	50 %
Bibliography :	<ul style="list-style-type: none"> ● Contemporary Strategy Analysis by Robert Grant (7th Edition) ● Syllabus - STR520 Consulting in Strategy and Change ● Tips to analyze a case ● BCG Short-Cases (for sessions 6 & 7) ● BCG Case Challenge 2010 (Strategy Cup) ● Slides - Fundamentals of Strategic Management 			
Course 's planning :	45 hours			
N°	Type	Detailed description		
1	Case	Part 1. Introduction: the BCG Challenge 2009		
2	Course	Industry Analysis		
3	Course	Competitive Advantage 1		
4	Course	Competitive Advantage 2		

STR521: CONSULTING IN INFORMATION SYSTEMS

Teachers :	Alexandre PERRIN	
Targeted skills :	<p>CG10 : To understand and become skilful in the use of decision support systems</p> <p>CG06 : To be able to apply theory to concrete situations</p>	
Aim of the course :	Information systems knowledge is essential for creating competitive firms, managing global corporations, and providing useful products and services to customers. This course emphasizes the digital integration of the firm through enterprise applications (management of the supply chain, customer relationships, enterprise systems, and knowledge).	
Pedagogic methods :	Lectures Workshop Case study Lectures Workshop	

Assignments :	Teamwork on case studies and use of collaborative/social networking tools to manage IT projects.			
Evaluation : 5 ECTS	Continued	50 %	Continuous assessment	50 %
	Final	50 %	Final exam	50 %
Bibliography :	<ul style="list-style-type: none"> ● Management Information Systems by Laudon & Laudon ● Syllabus - STR521 Consulting in Information Systems 			

Course 's planning :		45 hours
N°	Type	Detailed description
1	Workshop	Part 1. Introduction: the Lego Game
2	Lecture	Part 2. Process engineering
3	Lecture	Part 3. Managing knowledge & collaboration
4	Lecture	Part 4. Building and managing IT projects

STR522: CONSULTING IN INTERNATIONAL BUSINESS

Teachers :	Alexandre PERRIN			
Targeted skills :	CG07 : To think globally and in a multicultural perspective CG05 : To understand the various environments CG06 : To be able to apply theory to concrete situations			
Aim of the course :	Because many issues in international business are complex, they necessitate exploration of pros and cons of economic theories, government policies, business strategies, organizational structures, etc. This module focuses on managerial implications of each topic on the actual practice of international business, especially on Geopolitics and Country Risk Management (with the case of China).			
Pedagogic methods :	Lectures Case study Lectures			
Assignments :	Individual and teamwork on globalization strategies followed by firms outside Europe.			
Evaluation : 5 ECTS	Continued	50 %	Team Project (presentation and report)	50 %
	Final	50 %	Individual Written Assignment	50 %
Bibliography :	<ul style="list-style-type: none"> ● International Business: Managing Globalization by Hill ● Syllabus - STR522 Consulting in International Business ● Companion Website 			

Course 's planning :		45 hours
N°	Type	Detailed description
1	Case	Part 1. Introduction to International Business & Globalization
2	Lecture	Part 2. Principles of International Business

2	Lecture	Part 3. Doing business in China
3	Case	Part 4. Country Risk Management at Citibank

STR523: CONSULTING SOFT SKILLS

Teachers :	Fred DEKKER	Alexandre PERRIN		
Targeted skills :	<p>CG01 : To improve one's own behavior</p> <p>CG03 : To act upon the individual, collective and organizational factors for innovation and change within an organization</p> <p>CG06 : To be able to apply theory to concrete situations</p>			
Aim of the course :	Being a consultant requires a specific mindset built on developing a strong relationship with the customers. Consulting is a demanding profession this module helps those new to consulting to get all the soft skills and the business attitude to carve out a successful career.			
Pedagogic methods :	<p>Workshops</p> <p>Article analysis</p> <p>Simulation of job interviews</p> <p>Workshops</p> <p>Article analysis</p>			
Assignments :	Reflexive thinking about being a consultant. Thoughts are framed by workshops organized by lecturers on teamworking and interviewing. An analysis of few articles extracted from Academic and Professional journals.			
Evaluation : 5 ECTS	Continued	100 %	Individual Paper	100 %
Bibliography :	<ul style="list-style-type: none"> ● The Consultant's manual by Greenbaum 			

Course 's planning :		45 hours
N°	Type	Detailed description
1	Lecture and workshop	Part 1. Working with virtual teams
2	Lecture	Part 2. Negotiation and interviewing skills
3	Worshop	Part 3. Leadership and communication skills
4	Simulation	Part 4. Simulation of jobs interviews

STR524: CONSULTING PROJECTS

Teachers :	Alexandre PERRIN	Nicolas MINVIELLE		
Targeted skills :	<p>CG10 : To understand and become skilful in the use of decision support systems</p> <p>CG13 : To define, suggest and defend strategic choices</p> <p>CG12 : To choose those actions that are in line with the strategy</p> <p>CG18 : To implement the action plan</p> <p>CG06 : To be able to apply theory to concrete situations</p>			
Aim of the course :	This module offers various projects to learn how to diagnose and solve real client problems. Whatever the challenges facing by students (Simulation, Prix de la Stratégie, Consulting mission) the process of analysis needs to be managed as a project. Therefore, this module is a comprehensive introduction to practice and process in consultancy.			
Pedagogic methods :	<p>Online business game (CESIM Global Case Challenge)</p> <p>Lectures on project management</p> <p>Powerpoint Presentations</p> <p>Online business game (CESIM Global Case Challenge)</p> <p>Lectures on project management</p>			
Assignments :	To slip into the shoes of consultants by analyzing real firms. Each project will be managed in teams and will be delivered into Powerpoint Presentations. An online business game will allow students to make real time decisions analyzed by the lecturers.			
Evaluation : 5 ECTS	Continued	100 %	Team Project (presentation and report)	100 %
Bibliography :	<ul style="list-style-type: none"> ● Le Prix de la Stratégie 2010 ● CESIM Global Challenge 			

Course 's planning :		45 hours
N°	Type	Detailed description
1	Lecture	Part 1. Basic Principles of Project Management

2	Simulation	Part 2. Long term project: Online Business Simulation
3	Case	Part 3. Medium term project: Prix de la Stratégie d'Entreprise
4	Lecture and Case	Part 4. Short term project : Equancy