



International Industrial and Business Management Semester

**Project Financial Evaluation &
Risk Management**

2 ECTS

Module Coordinator(s) : Julio RUEDA

Educational Aims:

- Being able to assess the financial profitability of a project.
- Being able to identify the risks that could impact a project, and to build an adapted assessment methodology that highlights the most impacting risks for business decisions.

Learning Outcomes & Syllabus:

Timing: 20 hours of classes (regular classroom + tutorials + Group presentations), 10 hours of teamwork

Part 1: Project Financial Evaluation (10 hours / 5 sessions)

Session 1: Project Financial Evaluation key concepts and main methodologies

Session 2: How to build a discounted cash flow

Session 3: How to assess project profitability and prepare a Go/No Go Use Case

Session 4: Practical cases & Group project presentations

Session 5: Partial Exam + Q&A

Part 2: Risk Management

Session 1: Risk Management key concepts and main methodologies

Session 2: How to build an adapted risk universe and assessment methodology

Session 3: How to assess risks and prepare a risk matrix for business decisions

Session 4: Practical cases & Group project presentations

Session 5: Partial Exam + Q&A

Evaluation:

Group Presentations: 40 %, Exams: 40%, Student Participation: 20%



International Industrial and Business Management Semester

Managing and monitoring projects

3 ECTS

Module Coordinator(s) : Mr. Philippe Helf

Educational Aims:

The goal of this module is to enable students to know how to conduct a project with the relevant processes, tools and techniques

Learning Outcomes :

One on one = 20 hours of classes (regular classroom)

Autonomy = 20 hours

On completion of the module, the student is expected to be able to :

- L01** : Develop the relevant project management plan
- L02** : Identify the project manager's responsibilities (communication, skills, ...)
- L03** : Manage stakeholders
- L04** : Develop the project schedule
- L05** : Create the cost management plan
- L06** : Create the risk register

Assumed prerequisites :

A first overview in project management would be an asset to handle the deeply review of the most common processes used in project management

Syllabus :

- Initiating/ Planning/ Executing/ Monitoring and controlling/ Closing phases
- Project management plan
- Stakeholders analysis
- PERT and GANTT schedules
- Work Breakdown Structure (WBS)
- Communication methods and technologies
- Cost performance baseline
- Management and contingency reserves
- Probability & impact matrix

Assessment Method(s) (including percentage breakdown and duration of exams):

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Type & duration</i>	<i>% of Module mark</i>
Two-hours multiple choice self-assessment	25	Case studies	25
		Participation	25
		Presentations	25

Bibliography / Main Text Books:

A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition
ISO 21500:2012 Guidance on project management



International Industrial and Business Management Semester

Supply Chain Management

2 ECTS

Module Coordinator(s) : Dr. Julien Boissière

Educational Aims:

This module aims to enable the student to understand the cross-functional integration in a supply chain, the strategy, the planning, the operation and the extension of logistics

Learning Outcomes:

Timing :

One on one = 18 hours of classes (regular classroom + tutorials)

Autonomy = 20 hours of teamwork on 2 assignments minimum

Session 1: (3 hours)

Understand the global supply chain of a company. Basic vocabulary and concepts of flow management

Session 2: (3 hours)

Serious game based on flow management, randomness, bottlenecks...

Session 3: (2 hours)

General consideration on Supply chain. From production flow to supply chain management

Session 4: (2 hours)

The SCOR model (student assignment 1)

Session 5 & 6: (2 hours each)

Procurement basis, case study using AHP

Session 7: (3 hours)

Practical tools for Supply Chain performance

Session 8: (3 hours)

Project presentation (student assignment 2) + Exam

Assumed prerequisites:

The student should have some very basic knowledge about Materials and Operations Management

Syllabus :

- General facts and concepts about SCM
- Introduction to flow management and issues (Lean & MRP II)
- Modeling and understanding the Supply Chain (SCOR model, KPI, maturity of SC and organization)
- Procurement (strategy & supplier selection)
- Practical solutions (EDI/VMI/Multipick/MultiDrop/Cross docking/Functionnal Spinoff)

Assessment Method(s) (including percentage breakdown and duration of exams): If necessary

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
One 1-hour exam	60%	At least 2 assignments (see Timing section for details)	40%

Bibliography / Main Text Books: Supply Chain Management : Strategy, Planning and Operation Sunil CHOPRA, Peter MEINDL 2015 Supply Chain Management and Logistics in construction Greger LUNDESJO 2015 Supply Chain Management Markus MAU 2016					
Date of Last Modifications: Jan 20, 2019					



International Industrial and Business Management Semester

**Management and Improvement
using Quality**

2 ECTS

Module Coordinator(s) : Mr. Paul Jones

Educational Aims:

This module aims to enable the student to identify and describe the processes and the objectives of a Quality Management system as well as participate in its construction and improve the processes.

Learning Outcomes :

On completion of the module, the student is expected to be able to :

- L01** : Make the personnel aware and accompany them in activities linked to quality (approach, processes, procedures, tools...)
- L02** : Know how to map a process
- L03** : Use continuous improvement methods
- L04** : Analyze the company's quality management system (current state, approach and deployment, possible improvements and future objectives)

Assumed prerequisites :

The student should have some knowledge of different quality standards and know how to interpret them. Basic knowledge of company organization would be an advantage.

Syllabus :

- Seven basic quality tools
- Continuous improvement : PDCA and DMAIC
- Process mapping
- Auditing, Assessment
- ISO 9001 requirements
- Quality management case studies

Assessment Method(s) (including percentage breakdown and duration of exams):

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
1 One-hour written exam	30	1 group work (quality tools)	20
		1 audit report and oral	50

Bibliography / Main Text Books:

ISO 9000 family of standards

Date of Last Modifications : January 28, 2019



International Industrial and Business Management Semester

Business Information Systems

2 ECTS

Module Coordinator(s) : Dr. Vincent COUTURIER

Educational Aims:

This module aims to enable the student to use and customize an ERP system (manufacturing modules) as well as generate business analytics (dashboards & reports) from this system.

Learning Outcomes :

On completion of the module, the student is expected to be able to :

L01 : Use ERP manufacturing modules (Odoo v8)

L02 : Customize process and features of manufacturing modules (Odoo v8)

L03 : Configure supply chain routes (Odoo v8)

L04 : Create reports and dashboards on manufacturing data with Microsoft Excel (pivot tables) and Powerpivot

L05 : Apply skills to new requirements (new company)

Assumed prerequisites :

The student should have some knowledge of manufacturing principles (manufacturing order, MRP, etc.). Basic knowledge of Microsoft Excel would be an advantage.

Syllabus :

- Introduction to Enterprise Resource Planning systems
- ERP manufacturing modules (use and customization)
- Performance key indicators
- Business analytics with Microsoft Excel and PowerPivot

Assessment Method(s) (including percentage breakdown and duration of exams):

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
1 two-hour practice exam	50	1 group report	50

Bibliography / Main Text Books:

Modern ERP: Select, Implement, and Use Today's Advanced Business Systems, M. Bradford, 2015.

Working with Odoo, Greg Moss, Packt Publishing, 2015.

Open ERP for Retail and Industrial Management, Fabien Pinckaers, Geoff Gardiner, Tiny SPRL, 2009.

Date of Last Modifications : January 28, 2019



International Industrial and Business Management Semester

Introduction To Product Design

3 ECTS

Module Coordinator(s) : Marc JANOD

Educational Aims:

The main objective of this module is to give students an introduction to product design throughout a team project. Students will implement Product development design process to redesign and create a small object or product, answering to a specific customer need.

Learning Outcomes:

On completion of the module, the student is expected to be able to :

L01 : experience a design thinking process

L02 : benchmark existing products and search patent

L03 : identify customer needs and market opportunities

L04 : Lead functional analysis and write requirements specifications

L05 : generate innovating concepts

L06 : read technical drawing and 3D model a part and assembly using CAD Software and 3D print it

Assumed prerequisites:

No prerequisites required

Syllabus :

- Design thinking
- Product development process
- Functional analysis method
- Benchmark and patent search
- Concept generation using TRIZ method
- Brainstorming
- 3D modeling : Solidworks
- Company visit

Assessment Method(s) (including percentage breakdown and duration of exams):

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
oral presentation	30	1 individual (3d modeling)	30
		1 group work (report)	40

Bibliography / Main Text Books:

Date of Last Modifications: January 9, 2019



International Industrial and Business Management Semester

Strategic Innovation Management

2 ECTS

Module Coordinator(s): Dr Anne BERTHINIER-PONCET; Dr Marine GAUTHIER

Educational Aims:

This module aims to enable students to understand the main issues of the management of innovation and to appreciate the relevant skills needed to manage innovation at both strategic and operational levels.

The management of innovation is one of the most important and challenging aspect of modern organization. Innovation is a fundamental driver of competitiveness and it plays a large part in improving quality of life. Given this, it is essential that students understand the strategies, tools and techniques for managing innovation, which often requires a different set of management knowledge and skills from those employed in everyday business administration.

The course is structured around three main topics:

- 1) What is innovation and what are the searching strategies for innovation
- 2) How can the firm organize internally to develop new products and services and best capture value from these innovation
- 3) With whom should the firm cooperate to maximize innovation.

Patents : Looking up legal information and use it properly

Learning Outcomes:

On completion of the module, the students are expected to be able to:

- L01:** Understand the definitions and concepts of innovation, invention and research and development
- L02:** Explore main models of innovation
- L03:** Identify opportunities and possibilities for competitive advantage through innovation
- L04:** Utilize tools of innovation management to map and measure innovative activities
- L05:** Understand how to capture value from innovation
- L06:** Understand how to nurture innovative capacity in the firm and how to build a creative organization
- L07:** Assess the benefits of collaboration for innovation

Assumed prerequisites:

The students should have some knowledge of business administration and management tools.
Basic knowledge of innovation and strategy would be an advantage.

Course Outline:

Timing :

One on one = 20 hours of classes (regular classroom + tutorials)

Autonomy = 12 hours of teamwork on individual presentation and the collective work

PART 1 – UNDERSTANDING INNOVATION

- 1.1. What is innovation and why does it matter?
- 1.2. Sources of innovation

PART 2 – MANAGING INNOVATION

- 2.1. Innovative Organizations & Business Models
- 2.2. Developing new products and services

PART 3 – COLLABORATING FOR INNOVATION

3.1. Open innovation and collaborative innovation

3.2. Innovation ecosystems and innovation communities

In each session, there will be an in-class, case-based exercise. Every student is expected to participate: it will be graded as a participation note. Some presentations of articles or case studies could be asked too.

PART 4 – PATENTS

(4 hours)

Patent or not patent? What? How? Alternatives?

National or European patents?

European patent: cost – filing – watching

Enforce European patents against infringers: Where? How?

➔ Case studies

Simulation

Assessment Method(s) (including percentage breakdown and duration of exams):

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
1 two-hour written exam	40	1 group oral presentation	50
		Individual presentation	10

- **Assessment** will be based on an exam (50%) and group coursework (50%). The exam will be two hours long and will be based around a short case analysis and some course questions.
- **The group project** will be based on a case study of a leading firm or organisation or on the development of a new product / service that the group will have to defend in front of a jury (i.e. Dragon's den) to get investment to launch the innovation. Content of the group project is not fixed.

Patents part :

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
Combined oral with strategic innovation	10%	MCQ (Multiple Choice Quizzes)	90%

Bibliography / Main Text Books:

The topics for class discussion are mainly based on the following course books:

- **Tidd & Bessant, *Strategic Innovation Management*, Wiley, 2014 (required reading)**

Articles will be provided on the different topics of the course and will constitute a working basis (individual presentation of different articles).

Date of Last Modifications: January 2019

SESSION DETAILS

PART 1 – UNDERSTANDING INNOVATION

1.1. What is innovation and why does it matter?

This class introduces the management of innovation and reviews the main challenges in the management of innovation. We will discuss how innovation matters, not only at the level of the individual enterprise, but increasingly as the wellspring for national economic growth. We will point out the difference between invention and innovation, describe the various types of innovation and explore different aspects of innovation, from incremental to radical innovation.

1.2. Sources of innovation

In this class, we will explore the wide range of different sources, which can trigger the process. A distinction will be made between “push” and “pull” forces, between exploration and exploitation of new ideas.

PART 2 – MANAGING INNOVATION

2.1. Innovative Organizations & Business Models

This session shows how the leadership and organization of innovation is much more than a set of processes, tools and techniques, and the successful practice of innovation demands the interaction and integration of 3 different levels of management, individual, collective and climate.

2.2. Developing new products and services

This class examines the process of developing new product innovations. We explore the cases of success and failure in new product development. In addition, we examine how firms can organize to ensure a higher success rate in their new product development activities.

PART 3 – COLLABORATING FOR INNOVATION

3.1. Open innovation and collaborative innovation

This class will detail the relatively new concept of open innovation and will focus on the need for collaboration for developing better and faster innovation. We will assess the advantages and limitations of different strategies, such as outsourcing, licensing, joint ventures and strategic alliances. Eventually this session will help you to identify the factors, which influence the motives, outcomes and success of open innovation

3.2. Innovation ecosystems and innovation communities

This class examines the innovation ecosystems (networks, clusters, collaborative spaces) and communities that support innovation. In this course, we'll look at the different types of communities (communities of users, communities of practice, communities of experts) and explore the way they can be used in the innovation process.



International Industrial and
Business Management Semester

Module Code :

**Strategic Innovation
Management
'PATENT'**

ECTS
Compris dans strategic innovation

Module Coordinator(s) : Marine GAUTHIER

Educational Aims:

Looking up legal information and use it properly

Learning Outcomes:

Timing :

One on one = 4 hours of classes (regular classroom + tutorials)

Autonomy = 0 hours of teamwork

Session 1: (4 hours)

Patent or not patent? What? How? Alternatives?

National or European patents?

European patent: cost – filing – watching

Enforce European patents against infringers: Where? How?

➔ Case studies

➔ Simulation

Assumed prerequisites:

None

Syllabus :

➤ See above

Assessment Method(s) (including percentage breakdown and duration of exams): If necessary

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
Combined oral with strategic innovation	10%	MCQ (Multiple Choice Quizzes)	90%

Date of Last Modifications: 22/01/2019



International Industrial and Business Management Semester

International Issues in Management

2 ECTS

Module Coordinator(s) : Dr. Jean-Paul Favre

Educational Aims:

This module aims to enable the student to acquire a structured overview of international management in order to understand the key issues of each business function as well as to prepare relevant decisions.

Learning Outcomes :

On completion of the module, the student is expected to be able to :

- L01** : Embrace both the complexity and unity of international management.
- L02** : Master and analyze the key factors to develop a policy for each business function.
- L03** : Identify reliable sources and obtain useful data.
- L04** : Prepare relevant decisions.
- L05** : Set appropriate and effective operational processes.

Assumed prerequisites :

The student should have a basic knowledge of management, organization structure, marketing, finance, and international environment.

Syllabus :

- Why and how to go international for a company.
- Key issues of the contemporary international environment.
- International organization design and challenges.
- Risks and opportunities of international finance management for a company.
- International HR management.

Assessment Method(s) (including percentage breakdown and duration of exams):

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
1 two-hour written exam	50	1 business case + 1 group oral presentation	50

Bibliography / Main Text Books:

Date of Last Modifications : January 18, 2019



International Industrial and Business Management Semester

**Intercultural communication
&
successful presentations**

2 ECTS

Module Coordinator(s) : Carole CRETINON

Educational Aims:

- Learn how to work in a team
- Learn & take advantage of intercultural differences
- What is a successful presentation
- Pitch yourself, your company, your product

Learning Outcomes :

Timing: 16 hours of classes (regular classroom + tutorials), 40 hours of teamwork?

Short description of the different sessions (Sessions of 2 – 3 -4 hours, your choice)

From session 1 to 4, the goal will be to prepare the students:

1/ What is a successful presentation

- ➔ **How To Start A Presentation Strong And Powerfully**
- ➔ **Effective Public Speaking Skills & Techniques To Master**
- ➔ **Improvisation & presentations**

2/ Tools to become more efficient with the exercise

- ➔ **Effectiveness of Communication : the rule of 93 vs 7**
- ➔ **The Five Dimension of Persuasion : Logos - Ethos - Pathos**
- ➔ **Mind mapping**

Syllabus :

- Getting to know each other
- TED Talk (Tim Urban) – Procrastination and its dangers
- Introduction to Mind mapping & Speech
- Pitch Yourself / 'Entrepreneur Elevator Pitch
- Negotiation (Intervention of Mr VIGNEAU Steeve)
- Getting ready for Salomon Company visit – introduction to a job interview....

Exams....

- **Individual presentation and different oral exercises**
- **Presentation in front of French student groups**
- **Video 'investigate and deliver'**

Date : January 21st 2019



International Industrial and Business Management Semester

Consumer behavior and Cross-Cultural Marketing

2 ECTS

Module Coordinator(s) : Mr Guillaume Le Borgne

Educational Aims:

Provide students with the fundamentals of sociology of consumption and consumer psychology. Introduce cross-cultural marketing and raise awareness on the relevancy to diversify marketing strategies based on socio-cultural characteristics of consumers.

Learning Outcomes :

Timing: 8 hours of classes (regular classroom + tutorials), 12 hours of teamwork on a cross-cultural marketing project.

On completion of the module, the student is expected to be able to outline a relevant cross-cultural marketing strategy, based on the socio-cultural characteristics of various segments of consumers.

Session 1: (2 hours)

Introduction to sociology of consumption

What about consumption of modern technologies?

Session 2: (2 hours)

Consumer psychology

Consumers' risk-reduction strategies for durable goods

Session 3: (2 hours)

Cross-cultural marketing

Developing a cross cultural marketing strategy

Contemporary Issues in Cross Cultural Marketing

Session 4: (2 hours)

Presentation of team works

Feedback

Assumed prerequisites :

>> Talking English

>> Be creative

>> Be a good observer of folks

Syllabus :

- > Regular classroom + Discussion-based workshops
- > Video extracts or articles as case studies
- > Problem solving situations and small group work
- > Reading up research articles and case studies could supplement the sessions and be used for individual study between each session.

Assessment Method(s) (including percentage breakdown and duration of exams):

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
Oral presentations	50	Regular involvement	50

Bibliography / Main Text Books:

Interesting to read : Cross Cultural Marketing - Robert Rugimbana, Sonny Nwankwo (Thomson Learning Australia, 2002)

Date of Last Modifications : November 12th 2018



International Industrial and Business Management Semester

Second Language

4 ECTS

Module Coordinator(s) : Mr. Paul Jones

Educational Aims:

This module will enable the student to continue their second language within the semester via the Annecy site Language Centre evening classes. The students will have to combine their technical and linguistic knowledge in an intercultural project

Learning Outcomes :

On completion of the module, the student is expected to be able to :

- L01** : Attain the CEFR level expected, according to the level of class the student joins
- L02** : Be aware of and be sensitive to intercultural issues when presenting a project in a language other than his/her own
- L03** : Express themselves coherently in Know how to map a process
- L04** : Understand the issues when working with people from the countries of the language studied

Assumed prerequisites :

Ideally, the student should have already studied the second language for several years and attained a minimum of A2. However, a beginner level in some languages is possible, but with the module content takes this into account.

Syllabus :

- The students have to do a diagnostic test at the beginning of the semester. Further to that, they will be placed in a class most appropriate for their current level. The content and demands of the class will reflect that.
- Project : in addition to the evening classes, the students will have a professional project to do, which can be based on the contents of one of the modules in the IIBM semester and/or an intercultural issue between French business or national culture and that of the other language group. A particular country can be the basis for the research. The students will be required to answer a research question they have developed themselves and work with the appropriate members of staff on that.

Assessment Method(s) (including percentage breakdown and duration of exams):

Examinations		Coursework	
<i>Type & duration</i>	<i>% of Module mark</i>	<i>Number & form</i>	<i>% of Module mark</i>
1 One-hour written exam	20	project progress	10
Oral presentation	20	1 group report and oral	(2 x 25%)

Bibliography / Main Text Books:

To be defined

Date of Last Modifications : January 28, 2019



International Industrial and Business Management Semester

Group Project

4 ECTS

Module Coordinator(s) : Carole CRETINON

Educational Aims:

This module aims to give the students an idea of the 'terrain' and create links between what they have done in the various modules during the IIBM semester and how that pans out in reality.

Visits organized to different companies related to some of their modules. This year, the modules involved were Supply Chain, Group Project and innovation
(2018 = SALOMON Company / NTR SNR Company / TEISSIER TECHNIQUE)

Learning Outcomes :

- L01** : Prepare for a company visit and write up the report on what has been learnt afterwards
- L02** : Defend a project both orally and in written form to potential investors
- L03** : Integrate knowledge acquired during the semester and apply it to the innovative product or service created
- L04** : Work together on a project in a multicultural team

Assumed prerequisites :

The prerequisites for the IIBM semester in addition to the knowledge acquired during the semester are sufficient for this module.

Syllabus :

- Business plan
- Marketing study
- ISO 9001 and 14001 requirements (Integrated Management systems)
- Visits to various companies (e.g. Salomon, Annecy)
 - **Visit Lab Me :sh**
 - **Dematerialization and personalization projects**
 - **Recruiting process**
 - **Presentation of the innovation process**

Timing: 46 hours of classes/visit + 60 hours of teamwork

Assessment

- **Report writing (40%) – Two visits were imposed (Report for each = 20%)**
- **Oral presentation “Dragons’ Den” type (60%)**

Date : January 29th 2019