

**SYLLABUS M2 GSF**

**2017-2018**

**Master GSF**  
***International Development and Corporate***  
***Strategies***

***In partnership with the Institute of Business Administration of Poitiers***



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M2-S1

**International finance**

UE1

20hCM

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**Summary :** The aim of the course is gaining an insight about many current crucial issues concerning, the international monetary system, the international financial markets, the mechanics and economic rationale behind foreign exchange markets, in order to develop a deeper understanding of their likely impact on potential gains / losses for actors of a globalized economy.

**Expected knowledge and skills :**

-Knowledge : a strong background knowledge in international finance and the ability to position a company's issues within the broader global picture.

-Skills: information collection and in deep analysis (starting from a generally unknown topic), presentation and writing skills.

**Evaluation :** contrôle continu

Grades will be based on:

- The presentation (25%)
- The summary report (25%)
- The review (10%)
- A one hour final exam (40%)

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M2-S1

**Country risk analysis**

UE1

10hCM-10hTD

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**Summary :** The objectives of the course is to give some references and tools for internationalization of firms ... from the analysis of risks ... to sites selection ... and by considering competitive intelligence and international project management.

**Expected knowledge and skills :**

Build a country risk tool for a geographic area and test it on 2 different cases.

**Evaluation :** contrôle continu

The grading system is a mix between:

- Collective work (report and defense)
- Individual implication during the defense (questions, answers, ...)

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M2-S1

UE1

**Territorial attractiveness**

12hCM

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**Summary :** The objectives of the course is to give some references and tools for territorial attractiveness for the two points of view of a professional in economic development and for a manager who wants to locate a company on a territory. Some testimonies of professionals are given.

**Expected knowledge and skills :**

be able to project from different points of views and analysis of public attractiveness policy and territorial competitiveness.

**Evaluation :** contrôle continu

The grading system is a mix between:

- Collective work (report and defense)
- Individual implication during the defense (questions, answers, ...)

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M2-S1

UE1

**Corporate international strategies : sectoral analysis**

10hCM-10hTD

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**Description :** Eléments fondamentaux de l'analyse des deux secteurs à l'international, en s'appuyant sur les stratégies des firmes agro-alimentaires et de l'industrie du luxe.

Etats des lieux des « global players » dans les deux secteurs,.

Eléments de prospective sur les deux secteurs et d'évolution de la demande dans les principaux marchés mondiaux.

Les facteurs clés de succès pour développer une stratégie gagnante à l'international.

**Compétences attendues :**

Aptitude à conduire et réaliser des études de diagnostics stratégiques et de positionnement à l'international.

- Evaluer les conditions d'approche des marchés ciblés en intégrant les contextes socio-économiques, politiques, et le comportement des consommateurs.
- savoir réaliser un diagnostic pertinent des marchés à l'international, en évaluant la capacité des entreprises à y répondre.
- savoir mettre en œuvre des plans d'action pour s'imposer sur les marchés ciblés;
- capacité à rédiger des notes de synthèse sur la situation d'un secteur à l'international

**Evaluation :** contrôle continu

- Oral : Présentation d'un dossier d'analyse stratégique (travail en groupe)
- Ecrit portant sur les deux secteurs

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M2-S1

**Corporate international strategies : sectoral analysis**

UE1  
10hCM

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**Description :** The lecture begins with an overview of the specificities of the fashion industry (companies, market...). It underpins the global organization of firms which are both working on international markets using a global supply chain. The first day is dedicated to mass market distribution. Students work on 2 case studies: H&M vs Zara and Sandro. The second session makes a focus on the luxury industry and is concluded by an analysis of two famous French luxury companies: Dior and Louis Vuitton.

**Compétences attendues :**

- contextual knowledge about the globalization impact on corporate strategies
- theoretical understanding of the various international corporate strategies
- empirical knowledge of the key trends and patterns of relocations and market entry
- analysis of different business models and their impact on companies' ability to reach global markets

**Evaluation :** contrôle continu

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M2-S1

**Techniques de communication**

UE2  
4hTD

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**Description :**

Communication écrite :

Du langage technique à l'écriture journalistique

Rédaction de communiqué de presse,

Réaliser un document synthèse de diagnostic stratégique type 4 pages / 6pages

Communication orale :

Conduire une réunion, techniques d'expression de groupe.

**Compétences attendues :**

Aptitude à communiquer dans un cadre professionnel

Capacité à animer une équipe

**Evaluation :** contrôle continu

Evaluation à partir de la présentation du dossier d'analyse stratégique du cours de Corporate strategies.

Evaluation de la production écrite.

M2-S1	UE2
<b>Préparation stage et mémoire</b>	6h TD

**Summary** : the purpose of this session is to prepare students for the research of an internship and for the drafting of the final thesis.

**Expected knowledge and skills :**

be able to apply on position for an internship and knowledge on how writing the final thesis (problematic, research design, results, ...).

**Evaluation** : contrôle continu

The grading system is an evaluation based on recruitment simulation interviews and resume analysis.

M2-S1	UE2
<b>Professional workshops</b>	30hTD

**Description** : cet enseignement correspond à différents ateliers professionnels, s'appuyant sur l'intervention de professionnels en lien avec la formation (séminaire), de visites en entreprise ou encore de simulations de candidatures à un emploi

**Compétences attendues :**

L'objectif est de permettre aux étudiants de se rapprocher du milieu professionnel, de mieux connaître certains des métiers auxquels ils sont préparés, l'organisation de l'entreprise, etc...

**Evaluation** : contrôle continu

Rapport d'étonnement sur chacun des ateliers proposés

M2-S1	UE3
<b>International financial analysis</b>	18hCM

**Summary** : This course will help students feel at ease when having to analyse financial data on a specific firm/group. To do so, we will insist on the importance of mixing qualitative and quantitative data. Focus will be on the analysis of Consolidated Financial Statements of Multinationals. More precisely, we will study the uses of Financial Analysis ...and Financial Statements Analysis, Key financial statements, Other relevant information source, Framework for conducting a Financial (Statements) Analysis, Financial Reporting Standards, Consolidated accounts, Influential elements of consolidated Financial Statements and Financial analysis techniques.

A case-study will be used all along the course (in order to illustrate studied notions) and several case studies will be given and used in last sessions in order to experience new knowledge.

**Expected knowledge and skills :**

At the end of the course students are able...

- \*To identify the different uses of Financial Analysis... and Financial Statements Analysis,
- \*To explain the different phases of the framework for conducting a Financial (Statements) Analysis,
- \*To name Financial Reporting Standards and their importance,
- \*To analyse Consolidated Accounts of groups (focusing on the specificities of Consolidated Accounts).

**Evaluation :** contrôle continu

Individual Assessment + Team Assessment (Continuous assessment: 100%)

The assessment (Individual and in group) will mix course-related questions, and/or analysis of the financial situation of a group.

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M2-S1

UE3

**International marketing**

18hCM

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**Summary :** In this course, students will learn about marketing strategies choices for companies operating within global markets.

The course aims at providing students with knowledge related to the influence of international environment on the different aspects of international marketing: product, price, place, promotion.

It also deals with another aspect of the international marketing: the implementation of the decisions.

**Expected knowledge and skills :**

At the end of the course students are able...

To launch an international marketing **analysis**,

To set up international strategic marketing including **strategy development**,

To design the global marketing program referring to **Product** decisions, **Pricing** decisions and terms of doing business, **Distribution** decisions and **Communication** decisions (promotion strategies),

To implement the decisions.

**Evaluation :** contrôle continu

Team assignment: 40%

Individual written analysis: 60%

The assessment (Individual and in group) will oral presentation, mix course-related questions, and/or analysis of the marketing situation of a firm.

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M2-S1

UE3

**Intercultural management business negotiation**

16hCM

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**Summary :** The course provides the principle theories and practices in intercultural communications that affect and influence management models and behavior during international business negotiations. It should allow students to understand and interpret cultural differences and adapt to different communication and negotiations styles. The principal authors' works will be examined and illustrated using case study and negotiation simulations.

### **Expected knowledge and skills :**

At the end of the course students are able...

- \*To identify the different theories presented in class.
- \*To explain how cultural models affect the negotiations process.
- \*To frame a scenario for a negotiation across cultural borders.
- \*To analyze a negotiation model based on cultural elements.

### **Evaluation :** contrôle continu

Individual Assessment + Team Assessment (Continuous assessment: 100%)

The assessment (Individual and in group) will mix course-related work and the analysis of a cultural negotiations model.

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M2-S1

UE3

**Management accounting and international aspects**

16hCM

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**Summary :** This course is divided into three parts:

- Cost accounting for decision making, a review
- International management reporting
- Transfer prices in international groups

The first part will be focused on the selection of relevant costs to specific decisions.

The second part will develop the management reporting and more specifically the performance reporting tools with the implementation of scorecards.

The third part will be devoted to the determination of transfer prices according to the OECD rules and to their implementation in local tax law.

### **Expected knowledge and skills :**

At the end of the course students are able...

- to select relevant information in order to build-up reports, dashboards or balanced scorecards,
- to define and adapt the performance concept to a specific organization ,
- to build and analyse a strategic map,
- to build, analyse and explain strategic and management dashboards, specifically the Balanced Scorecards,
- to express the stakes of corporate transfer pricing policies,
- to set up a compliant transfer pricing system,
- to assess the compliance of existing transfer pricing systems.

### **Evaluation :** contrôle continu

One grade (individual or group evaluation) for each chapter:

- Grade for chapter 1: 30%
- Grade for chapter 2: 40%
- Grade for chapter 3: 30%