MANAGING THROUGH TECHNOLOGY

SPECIALIZED PROGRAMS

MASTER OF SCIENCE (MSc) in
INTERNATIONAL MANAGEMENT

Academic Year 2018 – 2019

PROGRAM DIRECTOR

Bhumika GUPTA, *PhD, Associate Professor of Management*
Management, Marketing and Strategy Department

MASTER OF SCIENCE (MSc) IN INTERNATIONAL MANAGEMENT

With concentration in:

- **Information Age Marketing/International Strategy/E-Business**

CONTEXT AND MISSION

In today's increasingly global competitive environment efficient managing of information processes within and outside the organization has become one of the most important sources of competitive advantage for companies and indeed one of the most central features of a manager's capacity to lead change. Beyond the new opportunities for growth within telecom industry itself, new information and communication technology (ICT) has dramatically changed the way companies conceive and implement strategies and decision making process. As far as this trend is concerned, the business community in France, and indeed the world over, is very much aware of the implications this has on the future of management. According to a recent survey published by the Paris-based "Dauphine/Cegos Institute", more than 65 % of employees and Chief Executive Officers (CEO) of companies are deeply convinced that new ICT represents a key strategic issue for companies and a real source of competitive advantage. Furthermore, more than 70 % of the respondents believe that ICT will help improve the responsiveness of the business world in the future. This means that in the years ahead the capacity of companies to evolve toward a new model of the firm and to articulate their ICT with their strategies will provide new sources of competitive advantage. The aim of this program, consistent with the overall mission of the INT School of Management, is precisely to prepare future managers in a way that will enable them better meet the future challenges these companies will face.

The MSc in International Management at Telecom Business School, France is a rigorous academic program of study designed to provide participants with the skills necessary for assuming positions of responsibility at the middle and upper management levels in private enterprises as well as public sector organizations. The program, conducted entirely in English, is structured in a way that provides participants with varied academic backgrounds the opportunity of successfully acquiring the skills necessary in decision making with a particular emphasis on international management. This is reflected in the course content, language of instruction (English), as well as the diversity of nationalities among participants and the teaching faculty.
In order to qualify for the award of the degree participants must complete seven compulsory core courses in management, choose one area of concentration as indicated above (each concentration area has nine required courses), and complete two elective courses, thus bringing the total number of courses to eighteen. In addition to the course component, participants are also required to prepare and orally defend a Master's thesis embodying the result of either a company consultancy assignment, internship, or original research. The entire program takes 18 months of full-time study to complete.

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THE INSTITUTION

TELECOM Business School (in French, TELECOM Ecole de Management) is a public graduate business school, AACSB accredited, with more than 850 students and 50 faculty members. Through excellence in research and learning, TELECOM Business School develops fundamental skills, while training managers of the future to be open, pro-active and capable of integrating technological fields into their management decision-making.

TELECOM Business School is a component of Institut TELECOM, which is a major player in the ICT and management education fields in France with more than 5400 students. TELECOM Business School shares its campus with an engineering school, TELECOM SudParis (TSP) in Evry, a modern town, just outside Paris. It represents a very unique model in France, namely: the existence of two graduate schools on the same campus. sharing the same facilities, the same Business Incubator, and the same alumni association. They also share many pedagogical projects, especially entrepreneurial ones, allowing future engineers and managers to learn how to co-operate in the interest of their organizations before graduating.

The MSc in International Management is one of several postgraduate programs of study at the Telecom Business School. Others include:
•   The "Grande Ecole" Program (Integrated Master in Management);
•   The "Masteres Spécialisés", post-graduate specialized programs;
•   The Doctorate Program (in co-operation with the University of Evry);
•   International Programs, including a Summer School.

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ADMISSION REQUIREMENTS FOR THE MSc PROGRAM

Applicants must hold either a:
-           Bachelor's degree (or equivalent qualification)
-           Postgraduate Diploma
-           An appropriate professional qualification

As English is the language of the program participants are required to demonstrate sufficient Knowledge of the language (both written and oral)

Applicants who are not native speakers are required to take the Test of English as a Foreign Language (TOEFL) or its equivalent (TOEIC, Cambridge certificate, etc.) unless they hold a university level degree taught in the language.

PROGRAM CURRICULUM

The program curriculum is based on the successful completion of the following:

- **Course Work (84 ECTS)**
- **French as a Foreign language (4 ECTS)**
- **A Master's thesis based on a company consultancy assignment, internship, or original research (30 ECTS)**

This 24 months program is based on European Credit Transfer System (ECTS). There are 90 ECTS for the course component of the program and 30 ECTS for the thesis.

It is possible to obtain advance credits (up to four (4) courses for regular students and up to six (6) courses for students coming under the framework of a cooperation agreement with partner institution) for comparable work completed at a previous higher educational institution. Advance credits are generally granted on a case-by-cases basis following an application to the Associate Dean for Post-graduate Studies. It is important to note, however, that advance credits will only be granted in relation to the "Core Courses in Business Management" component of the program (i.e. Stage 1).

COMPULSORY CORE COURSES IN BUSINESS MANAGEMENT	CONCENTRATION COURSES	THESIS

PROGRAM STRUCTURE

The program structure is as follows:

1st semester		Hours	ECTS
GCINT	**Core Courses in Business Management**	**244**	**30**
FIN 7001	Accounting and Finance	21	3
MAN 7901	Personal Development and Communication Skills (Part I)	15	1
MKT 7004	Marketing Management	21	3
ECO 7001	Managerial Economics	21	3
STR 7001	Strategic Management	21	3
LAW 7001	International Business Law	21	3
OPM 7001	Operations Management	21	3
MIS 7001	Management Information Systems	21	3
HRM 7002	Human Resources Management	21	3
MAN 7005	Business Ethics + Sustainable Development	21	3
FLE 7001	French as a Foreign Language	40	2

2nd semester		Hours	ECTS
GCAA	**Information-Age Marketing/International Strategy**	**241**	**30**
STR 7002	Strategic Marketing in the Information Age	21	3
MKT 7002	B2B Marketing in the Information Age	21	3
MKT 7003	Global Information and International Marketing	21	3
MAN 7002	Management of Innovation and Change	15	2
HRM 7001	Global Human Resource Management	21	3
MKT 7001	International Business	21	3
OPM 7005	Supply Chain Management: Tactics and Operations	15	1,5
OPM 7002	Global Logistics and Operations	15	1,5
MIS 7011	Information Technology and Total Quality Management	15	1,5
MAN 7902	Personal Development and Communication Skills (Part II)	15	1
FLE 7002	French as a Foreign Language	40	2
ENT 7001	Business Plan Challenge	21++	5,5

3rd semester		Hours	ECTS
CIRT	**Courses in Research & Thesis**	**202**	**30**
RES 7001	Research Methodology	21	3
STR 7003	Strategy Simulation	21	3
MAN 7004	Leadership	21	3
FLE 7003	French as a Foreign Language	40	2
INF 7001	Data Analysis	21	3
RES 7002	Epistemology	21	3
RES 7003	Project Work	21++	8
MAN 7003	Design Thinking	21	3
MAN 7903	Public Speaking	15	2

ITS 7000	Project and Thesis		30

Stage 4: Project and Thesis (30 credits)

This comprises the fourth and final stage of the program. Students have the choice of either
a) - completing a specific company consultancy assignment (or internship) and then preparing the MSc thesis based on this, or
b) - carrying out an original piece of research and then writing a scientifically-oriented thesis at the conclusion of their period of research.
Please note that program participants have the choice of either option a) or b). They are not allowed to do both. It should be noted furthermore that there is no provision for group submission of thesis. As a result only thesis submitted as individual piece of work will be accepted. Students are free to complete this part of the program either in France or abroad. However, each project must first be approved by the program director and a supervisor (drawn from the program faculty) assigned before work could begin. Participants are advised to choose a topic from their area of concentration. A master's thesis of approximately 20 000 words embodying the result of the company consultancy assignment, internship or original research must be submitted and orally defended in front of a panel of experts. As noted earlier, this part of the program comprises 30 ECTS credits.

FACULTY

The program faculty comprises:
- Permanent faculty of TELECOM Business School and TELECOM SudParis
- Affiliate international professors and experts
- Practitioners of the business world.

PROGRAM DIRECTOR

Bhumika GUPTA, PhD, Associate Professor of Management, TELECOM Business School

Bhumika Gupta is a Doctor of Philosophy and holds a PhD in the area of Human Resource Management from the University of Pau, France. She holds a position as Associate Professor in the area of Human Resource Management and post as Program Director of Master of Science in International Management. She works' in the Department of Management, Marketing and Strategy at INSTITUT MINES TELECOM, Telecom Ecole de Management, Evry, France. She is also taught Master level course at University Paris Dauphine.

Her research explores a comparison of motivation levels in management practice between the traditional and virtual project teams, corporate culture and psychological contracts at work place. Prof. Bhumika GUPTA wrote several articles published in peer review academic ranked journals concerned with Human Resource Management, Organization Behaviour, Strategic Human Resource Management, and Corporate Social Responsibility. She has over 50 research articles and research conference in A, B and C ranked Journals. She is Working on many different government funded Research Projects in different nation including France, India and China.

Prof. Bhumika GUPTA has taught extensively in the Executive Education programs offered at TELECOM BUSINESS SCHOOL for CHINESE, INDIAN and MEXICAN delegation. She has over 14 years of experience in the area scientific research, teaching, executive training, conducting programs abroad and over 5 years of experience in corporate sector.

In collaboration with Telecom Ecole de Management and partners from United States, India China and UAE, Professor Bhumika GUPTA collaborates very closely for the projects with Northern Illinois University college of Business, USA, Virgina Tech, Boston University, Manhattan Institute of Management, Indian Institute of Technology -Bombay, Shailesh J. Mehta School of Management, Indian Institute of Technology -Delhi Department of Management studies, Indian Institute of Management -Lucknow and Indian Institute of Management –Kozikode, Institute of Management and Technology –Ghaziabad, Institute of Management and Technology –Dubai, Amrita University in Bangalore and Coimbatore, Alliance University, School of Management Bangalore, Pekin Normal University, Pekin University of Post and Telegraph, Lanzhou University, Pekin Technolgy and Business University and Northwestern Politechnical University, Xi'An.

Prof. GUPTAs' Research and Teaching interest includes' Human Resource Management, Organization Behavior, Strategic Human Resource Management, Corporate Social Responsibility, International Human Resource Management and Innovation and Change Management, HR Analytics, Organization Design, etc.

Course Syllabi

Stage 1: Core Courses in Management

FIN 7001 - Accounting and Finance (3.5 credits)

Course responsibility: Bhumika GUPTA, Professor, TELECOM Business School
Lecturer : Dr. Deepali

Introduction

In this course you will be introduced to and gain an in-depth understanding of, the latest standards of accounting analysis and reporting methods as they apply in a global market environment. The course is delivered through a carefully judged blend of practice, theory and case-based learning. Six core modules provide a through grounding in the field of international, organizational finance including subject matter that covers all current trends and issues in the subject. The following six core modules will be covered in the course: Managerial Accounting, Intermediate Accounting, Cost Accounting,

Learning Goals

- Introduce to the students financial management theories, terminology, concepts, problem-solving and techniques used in modern accounting and finance
- Enable students have a clear understanding of financial statements, capital budgeting, working capital management, long-term debts, and capital funding.
- Provide students with the analytical tools and techniques used in financial accounting as applied to complex business situations.
- The course addresses contemporary issues in management accounting, financial management and organisational control
- Financial controls in internet-based firms and management accounting in the digital economy
- Performance measurement and incentive systems

Learning objectives

Upon completion of the course you will have a substantial knowledge of managerial, intermediate and cost accounting as well as corporate finance and capital markets, along with the skills necessary to deploy that knowledge. You will also be familiar with contemporary and salient aspects of international fiancé such as reporting, ethics and analysis. You will be able to analyze financial statements

Expectations

Students will be expected to present cases and produce written work for classes. Some of this work may be done in groups. Case studies will be used extensively. All students will be expected to contribute to class discussion.

Pedagogical methods

The course is delivered through a combination of lectures, case preparation and presentation, exercises and other forms of group work.

Grading

Case analyses, exercises, and a three-hour exam.

Class schedule

7 lectures of three hours each plus 10 hours of group work.

References

These include: A Bhimani, *Management Accounting in the Digital Economy,* OUP (2003); *Contemporary Issues in Management Accounting*, OUP (2006); O Olson, J Guthrie & C Humphrey (Eds), *Global Warning: Debating International Developments in New Public Financial Management*, Cappelan Akademisk Forlag As, Oslo (1998); K Merchant & W Van der Stede, Management Control Systems: Performance Measurement, Evaluation and Incentives, FT/Prentice Hall (2007).

MKT 7004 - Marketing Management (3.5 credits)

Course responsibility: Bhumika GUPTA, Professor: Dr. Pratima Shorey, TELECOM Business School

Introduction

Marketing management is concerned with the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives. It seeks to meet organizational objectives by effectively satisfying customers in a dynamic environment. This course provides an overview of marketing processes and marketing principles, and provides students with the opportunity to apply the key concepts to practical business situations.

Learning goals

In this course students will learn the concepts and practice of modern marketing as applied in a wide variety of settings. A practical and managerial approach to marketing is adopted throughout the course. Cases are used throughout in order to illustrate managerial relevance. Topics covered include:

- The nature of marketing,
- The environment of marketing
- Marketing, society and ethical behavior,
- Marketing strategy,
- Global competition and international marketing strategy
- Consumer and organizational buyer behavior,
- Market segmentation, targeting and positioning strategies.

Learning objectives

- To apply marketing theory and concepts to what marketers do in "the real world"
- To use marketing concepts to make business decisions
- To improve familiarity with current challenges and issues in marketing.

Expectations

Student participation is an important component of the course. Participants are expected to come to class prepared, and willing to discuss the readings, cases, and other class exercises. Active participation is obligatory and comprises part of the assessment process.

Pedagogical methods

This will be based on a combination of lectures (8 lectures of three hours each), case preparation and presentation, exercises, as well as management games.

Grading

This will be based on a combination of case analyses, exercises, and a three hour exam at the end of the course.

Class schedule

7 lectures of three hours each plus fifteen hours of case analyses, exercises and other forms of group work.

References

P. Kotler, Marketing Management, 13th ed. Pearson Publications.

ECO 7001 - Managerial Economics (3.5 credits)

Course responsibility: Bulat SANDITOV, Associate Professor, TELECOM Business School

Introduction
Managerial economics integrates different disciplines namely microeconomics, industrial economics and strategy. It gives to managers the theoretical and practical tools to plan their economics and strategic decisions.

Learning goals
The course assesses the different problems faced by managers in particular in the ICT sector. Topics covered include:
- Consumer behaviour, utility and price elasticity
- Production function and the market definition with a particular attention to the economics of scope, scale and density
- Pricing and price discrimination
- Game theory and the strategy of the firms
- Network industries and telecommunication sector and two-side market
- Analysis of the innovative ICT industries such as social utility websites, online music industry and so forth.

Learning objectives

The course intends to study the economic theory in order to apply them to managerial decisions. Additionally, the course aims to help the understanding of the industry structure and the managers' strategic behaviour. It puts emphasis in the complexity and changing business environment.

Expectations

The course has different expectations:
- To understand the strategy of the firms;
- To assess the business external environment;
- To identify the particular characteristics of the ICT sector.

Pedagogical methods

Classes will concentrate on both lectures and student presentations. Students will present a project during the class for 15 or 20 minutes based on topics defined by the professor. Students have to read extra readings such as articles and official reports.

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Grading

The mid-term control and the final control comprise each 40 percent of the final grade. Group Participation comprises 20 percent of the final grade.

Class schedule

7 lecture sessions of three hours each.

References

J. Sloman, J., Economics, 6th. edition, Pearson Education, France, 2008
E. Mansfield, W.B. Allen, N.A. Doherty, K. Weigelt, W.W., Managerial Economics, Norton & Company, Fifth Edition, 2002.
I. Png, D. Lehman, Managerial Economics, 3rd. Edition, Blackwell Publishers, 2007

MIS 7001   Management Information System (3.5 credits)
Course responsibility: Dr. Bhumika GUPTA, Faculty: To be announcedl

CONTENT OVERVIEW

C1 Governance of information systems
-   Understanding the information system;
-   Position of the IT function in the organisation;
-   The IS strategy;
-   Planning IT solutions (French concept of « urbanization »);
-   Architectures;
-   Control and audit system in the organisations.

C2 Software tools: Decision-making support, collaborative tools, packaged accountancy software and ERPs (Enterprise Resources Planning)
-   Management software;
-   Software for decision-making support;
-   Collaborative tools;
-   Management software and specialized business software;
-   The place of the ERPs;
-   The life-cycle of an ERP.

C3   Leading IS projects
-   The stakes of a project;
-   Implementing a project;
-   Risk management;
-   Conducting the changeover;
-   Software tools for the project management;

- Best practices and key factors of success.

C4 Management of the IT performance
- Defining Key Performance Indicators;
- Outsourcing IT. The Service Level Agreements;
- The costs;
- The budgets;
- Economy of information systems.

C5 Security of information systems
- Implementing an architecture of trust;
- Monitoring and prevention.

C6 The auditor in an IT environment
- A specific environment for the auditor;
- The audit of the information system;
- The audit by the information system.

References:

- *Management of the information system DSCG 5*
- *The best of DSCG 5 - Management of the information systems*

STR 7001 - Strategic Management (3.5 credits)

Course responsibility: Müge OZMAN-GOSSART, Associate Professor, TELECOM Business School

Introduction

The basic principle and practice of Strategic Management are addressed in this course. The focus is on the firm, its industry and competitive environment, its long-term direction and strategy, its resources and capabilities, and its prospects for success. The basic concepts and tools of strategic analysis are presented in an integrated approach and applied to real business context. Topics covered include: the concept of corporate strategy, industry analysis, firm analysis, the nature and sources of competitive advantage, corporate strategy, global strategies and the multinational corporation.

Learning goals

- To develop the knowledge and skills necessary to effectively formulate and implement strategy;
- To develop strategic thinking by equiping the students with the concepts, models and tools of strategic analysis;

- To apply the concepts of strategic analysis in complex business environments through.developing the communication, problem solving and presentation skills of the student
- To have a deeper understanding of the current business environment characterising the beginning of 21st century

Learning objectives

To ensure a good level of familiarity with the concepts, skills and tools that will enable you to:

- Analyse corporate situations from a global, cross-functional perspective: diagnosis of competitive and industry environments, organisational structure and operations, strategic resources, strength of strategic positioning… ;
- Formulate a medium-term development strategy: selection of a growth-rate, which activities to focus on, which core-competencies and strategic resources to earmark for investment, how to enter new markets / activities and access complementary competencies and resources…) and recommend improvements to operations and the organisation structure of the company ;
- Plan, organise and quantify the implementation of the selected strategy.

Expectations

Obligatory class attendance and participation in the course

Pedagogical methods

A combination of formal teaching (18 hours) and case studies (6 hours of student presentations discussed in lab classes).

➢ Students should read the distributed articles individually, and participate in class duscussions..
➢ During the final four sessions, each week, one student will present one of the articles and lead the class room discussion after the case.

More specifically, they are expected to provide additional contribution to the case material by making use of the concepts learned during the lectures, and by reading recent material / or relevant articles.

➢ There is one final exam in this course.

Grading

Final Exam 50%

Presentations: 40%

Class Participation and quiz (Ability of the student to answer questions about cases, attendance and grades from the three quizes) : 10%

References

Essays on Strategy
- Eisenhardt and Sull (2001) Strategy as Simple Rules
- Montgomery (2008) Putting Leadership Back into Strategy
- Collis and Montgomery (2008) Competing on Resources
- Porter (1996) What is Strategy?

Business Ecosystems
- John Hagel III, John Seely Brown, Lang Davison, (2008) Shaping Strategy in a World of Costant Disruption, HBR
- Marco Iansiti and Roy Levian (2004) Strategy as Ecology, HBR
- Iyer and Thomas (2008) Reverse Engineering Google's Innovation Machine, HBR
- Adner (2006) Match Your Innovation Strategy to Your Innovation Ecosystem,

Open Innovation
- Chesbrough (2002) A Better Way To Innovate, HBR Forethought
- Hansen and Birkinshaw (2007) The Innovation Value Chain, HBR
- Huston and Sakkab (2006) Inside Procter and Gamble's New Model for Innovation

User Innovation
- Thomke and von Hippel (2002) Customers as Innovators: A New way to Create Value
- Cook (2008) The Contribution Revolution

Climate Change and Strategy
- Jonathan Lash and Fred Wellington (2007) Competitive Advantage in a Warming Planet, HBR
- Wulf. H. Bernotat (2007) Take Responsibility for Climate Change, HBR
- Michael E. Porter and Forest L. Reinhardt (2007) A Strategic Approach to Climate, HBR
- Alex Rau and Robert Toker (2008) Start Thinking About Carbon Assets – Now
- The Green ConversationTakeaways from HBR's online discussion about leadershipand the environment

LAW 7001 - International Business Law (3.5 credits)

Course responsibility: Romain GOLA, Associate Professor, TELECOM Business School

Introduction

The course introduces the most important international treaties and laws within the European, U.S. and international business environments. Topics covered include: contract formation, contractual terms and formalities, employment contract, contractual arrangements for e-business, delivery and payment terms, product liability, consumer protection, competition law, intellectual
property law, and law relating to international trade.

Learning goals

The course introduces the most important international treaties and laws within the European, U.S. and international business environments. Topics covered include:
- Contract formation
- Contractual terms and formalities
- Contractual arrangements for e-business
- Product liability
- Consumer protection
- Intellectual and industrial property law
- Law relating to international trade.

The purpose of the course is to sensitize students to legal issues and to give them a perception of the language lawyers use. Students should not memorize texts, since all exams will be open book, but learn to apply legal concepts discussed in class to fact patterns involving every day business problems. By the end of the course, students should be able to understand how lawyers think and what their preoccupations and concerns are so they, the students, will make better business decisions once they enter professional life.

Learning Objectives

The objective of this course is for students to be able to identify legal problems in a business context. Students should be able to confront a business problem and identify the basic legal concepts it entails. Student should then be able to apply these legal concepts to the business problem presented and identify potential outcomes, based on a variety of analysis. Students should be able to master the fundamental language of law to handle elementary legal texts and engage in rudimentary discussions with a seasoned lawyer and even participate in a legal analysis of the business problem.

Expectations

Please be aware during class discussions of the cultural, language and academic differences that exist. Some may have a legal background, or others may be timid speaking English. Please be sensitive to these differences and know I value the participation of everyone. I will be sending registered students PowerPoint presentations, texts and cases to read Please note that all of this material is obligatory reading before the designated class. Suggested Readings will be given during the first course.

Grading

Grading will be on a scale of 0 to 20. A grade of 10 is average, a grade of 20 perfection and a grade of 0 a nullity. Due to the limited sessions, five in all, you will have one open book final exam, which will be a case study.

I do not give extra credit or make-up work. All absences during the quiz or exam will result in a zero, unless justified with the Registrar, who will communicate to me directly whether she has accepted to excuse the absence. In such a case, and only with the Registrar's approbation, will I offer a replacement quiz or exam at a time and place agreed upon.

Class schedule

7 sessions of three hours each spread over a period of one week.

References

August, R., International Business Law, 5th edition, Pearson/Prentice-Hall, 2008.

OPM 7001 - Operations Management (3.5 credits)

Course responsibility: Bhumika GUPTA, PhD, Associate Professor, TELECOM Business School
Lecturer: Burkhard HORN, Counsellor and former Director at the OECD.

Introduction

Although the theory of operations management has been presented in many textbooks published in the last two decades, the subject of e-enabled operations management is rather short of literature easily accessible to students. When they want to gain some understanding of what it is all about, students are obliged to search journals and select papers of a large number of books. Even then they will find it difficult to arrive at a uniform view of the matter.

The object of this course is to expound the subject at an "intermediate" level. By intermediate it is not assumed that students are specialists in mathematics and statistics, but it is supposed they have a working knowledge of calculus, algebra, probability and statistics.

Learning goals

The approach to operations management followed in this course is unusual with respect to what is found in standard textbooks. Information and Communication Technologies (ICT) impact the ways firms are organised and managed, and as a consequence change the practical means used to conduct business operations. The goals of this course are to expose students to this new type of business contexts.

Learning objectives

The learning objectives are to make student proficient in analyzing business situations with a system approach and modelling them by processes.

-system approach to business modelling
Business activities, controlling functions and associated information systems have to be described within a coherent analytical system framework allowing a clear understanding of the various current controls and costing concepts. Cost targeting has become an integral part

of good practice of business management and is strongly supported by activity-based process modelling.

-validity of models
Apparently simple models must be analyzed in depth. Students must be fully aware of the assumptions made when models are formulated and of their conditions of validity. Applying a model implies automatically that assumptions of a sort are taken for granted.

Expectations

It is expected that students, when exposed to a business situation, should be able to play an active role in designing today's complex enterprises requiring an end-to-end control of goods flows from suppliers to customers through a network of business processes, and in understanding the critical role of information systems to bring business operations under full control.

Pedagogical methods

The pedagogical methods are based on a combination of explanations of concepts and related illustrative examples

Grading

Grading results from the assessment of a written report produced from a case study developed during classes

Class schedule

- Systems Approach to business operations and information engineering (6 hours)
- Business modelling by process and management applications (6 hours)
- From Materials Requirement Planning (MRP) to Enterprise Resource Planning (ERP) concepts and the associated software packages (PICS and COPICS of IBM to ERP-labelled packages) (12 hours)
- Changes in business process induced by e-Commerce and e-Business (3 hours)
- Case Study (3 hours).

Reference

Briffaut, J-P., E-enabled Operations Management, Mimeogtraph, Telecom Ecole de Management, Evry
Briffaut, J-P., Inventory Control-Supply Chain-Demand Chain-E-commerce-E-business-Collaborative Environments, Telecom Ecole de Management, Evry

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HRM 7002 - Human Resources Management (3.5 credits)

Course responsibility: Bhumika GUPTA, Associate Professor, TELECOM Business School

Introduction

The course is concerned with human resources management in a global, multicultural perspective. The course shall prepare the manager to utilize the human assets of the organization in a manner that maximizes his/her contributions to the organizational performance. Emphasis will be placed in understanding the differences and similarities of individuals and a variety of groups, with a careful examination of individual and group values, attitudes, and behaviour. Equipped with this understanding, the manager should be able to operate comfortably and successfully in today's complex workplace.

Learning goals

- Provide a conceptual framework in which to explore the central issues surrounding strategic management of human resources in a global organization.
- Provide participants with the basis for understanding how theory and practice of organizations and strategic human resources management influence, and are influenced by, the nature of organizational strategies, structures, processes and cultures.
- Provide participants with an understanding of some of the central human resources management issues in a global market perspectives, including: Globalization of business and HRM , Global strategy and structure, Global HR planning and forecasting, Global talent management, Global training and management development, Global compensation and benefits, Global employee performance management, New trends in International HRM

Learning objectives

After this course you will be able to:
- Strategically manage human resources in a modern enterprise operating on a global level
- Better manage human resources and change within the context of multicultural, global environment;
- Have a better understanding of strategic management of human resources and development in a globalized information age;
- Have a better understanding and appreciation of the influence of the external environment within which the strategic human resources manager operates;
- Manage complex human resources problems in an uncertain environment during periods of rapid change

Expectations

Class attendance and active participation is obligatory. Students are furthermore expected to prepare meticulously before each class session.

Pedagogical methods

Lectures, exercises, case analyses and group work.

Grading

- Class attendance and active participation: 10%
- Case analyses and other forms of group work: 60%
- End of course individual exam: 30%

Class schedule

7 lecture sessions of three hours each spread over a period of two weeks

References

Briscoe, D., Schuler, R.S., Claus, L., International Human Resources Management, Routledge, 2009.

Stage 2: Concentration Area: *Information Age Marketing/International Strategy/E-Business*

STR 7002 - Strategic Marketing in the Information Age

Course responsibility: Marie CARPENTER, Associate Professor, TELECOM Business School

Introduction

The advent of modern information technology (IT) has brought about revolutionary changes in the way businesses are run today. In the field of marketing the influence of IT has included the way in which marketing information is collected, structured and disseminated in a way that allows effective marketing strategies to be executed. The course is structured in a way that responds precisely to the changing dynamics of marketing in the information age.

Learning goals

- Introduce to the student the concepts, theories, and models necessary for a proper understanding of the dynamics of marketing in the information age;
- Familiarize the students with the changing dynamics of marketing in today global marketplace;
- Provides participants with the tools, applications, and frameworks necessary for successful marketing of products and services in today's highly competitive and dynamic information age;.
- Address specific issues related to proven approaches utilizing modern IT methods that have significantly impacted marketing strategy and management in the information age;
- To enable the student have a better understanding of the impact of modern information and communication technology on marketing theory and practice
- Enable the student to formulate and implement an effective marketing strategy in a global marketing environment dominated by modern information and communication technology.

Learning objectives

At the end of the course the students will be able to:

- Properly assimilate concepts, theories and models necessary for an understanding of the dynamics of marketing in the information age;
- Become familiar with the parameters determining an effective global marketing strategy in the information age;
- Design and implement marketing strategies of an organization operating in a competitive global marketplace;
- Apply the knowledge gained from the course in better enhancing the overall competitive position of an organization in the global marketplace.

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Expectations

In order to successfully complete the course, participants are expected to put in approximately three hours of individual preparatory work for each hour of classroom contact with the Instructor. Pedagogical material for such preparatory work will be distributed to course participants well ahead of the scheduled lectures; successful completion of the course thus demands the following: meticulous individual preparation, obligatory class attendance and active participation in discussions, exercises, and group work. Participants who are found lacking in these expectations will be automatically excluded from the course.

Pedagogical methods

Lectures, exercises, case analyses and group work.

Grading

- Obligatory class attendance and active participation: 15%
- Case presentations, exercises and other group work : 85%

Class schedule

21 hours of lectures spread over ten sessions of three hours each. In addition there will be ten hours devoted to group work in class.

References

- Daniel, E. et al, Marketing in the Digital Age, Pearson Education, London, 2001;
- Schneider, G., Electronic Commerce, Thompson Course Technology, 2002;
- Postman, P. The marketing Era: Marketing to the Imagination in a Technology-Driven World, McGraw-Hill, N.Y. 1998.

MKT 7002 - Business-to-Business Marketing in the Information Age

Course responsibility: Sam DZEVER, Professor, TELECOM Business School

Introduction

The core of a successful business-to-business (B-to-B) marketing operation is an understanding of what constitutes value to the customer, creating and delivering that value and managing relations with both supplier and customer. The course examines B-to-B marketing issues within the European and international environments focusing on the contribution of e-enabled aspects of these activities. Specifically, the course shall address issues related to marketing strategy and planning, organizations as customers, strategic analysis of industry and markets, market and marketing research and intelligence, selecting a business market and managing the business product portfolio. All of these issues are addressed with the strategic aim of establishing a sustainable, profitable competitive advantage in a business marketing world increasingly subject to the forces of globalization.

Learning goals

- Provide the student with tools, techniques and ideas for effectively initiating and managing business-to-business activity in the information age;
- Provide the student with the knowledge and understanding of key business-to-business (B2B) marketing principles and processes;
- Enable the student understand how these principles can be applied and how they can contribute to an organization's performance and competitiveness;
- Enable the student gain a practical understanding of what B2B marketing is, identify current best practice and look at the main techniques, tools and concepts that can be used to improve organization growth, profitability and marketing effectiveness.

Learning objectives

After this course you will be able to:

- Apply the basic concepts and principles of B2B marketing;
- Segment customers and position an organization in the marketplace;
- An enhanced understand markets and customers;
- Manage customer relationship management;
- Build a value proposition;
- Understand product, service and channel management;
- Develop an integrated B2B marketing mix;
- Identify current developments in B2B marketing;
- Understand the relationship between marketing and sales;
- Contribute more effectively to the B2B marketing activities of the organization.

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Expectations

Obligatory class attendance and active participation is expected of the students.

Pedagogical methods

Lectures, seminars, case analyses, exercises and group presentations.

Grading

- Call attendance and active participation: 10%
- Exercises   : 15%
- Cases analyses and other group work: : 75%

Class schedule

21 hours of lectures divided into 7 session of three hours each; Topics to be addressed include the following:

- B2B vs B2C market
- Marketing orientation
- Defining the value proposition
- Market segmentation, targeting and positioning
- Product and service marketing
- Delivering value added solutions
- Developing and managing buyer seller relationships
- Understanding the network of relationships
- Customers relationship management
- B2B marketing strategy and planning

References

Blythe, J., and Zimmerman, A., Business to Business Marketing Management: A Global Perspective, Thompson learning, 2005.

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MKT 7003 - Global Information and International Marketing

Course responsibility: Chantal AMMI, Professor, TELECOM Business School

Introduction

This course focuses on the alignment of the company's international marketing strategy and its information technology strategy in order to maximize its Organizational Learning and Knowledge Management abilities in the global market environment for competitive advantage.

Learning goals

Provide the student with an appreciation of:

- The scope and challenges of global information and international marketing
- Information systems and technology as enabler of successful international marketing
- The international business environment
- The impact of culture on international marketing
- Assessing international market opportunities
- Developing international marketing strategies.

Learning objectives

At the end of the course students will be able to:

- Analyse, anticipate and develop a response to the changing international business environment;
- Perceive the marketing significance of socio-cultural differences within and between countries;
- Acquire a strong grasp of the critical success factors in international marketing;
- Select the most appropriate market entry strategies for particular overseas markets;
- Develop a sense of the ethical and social responsibilities of international marketers;
- Prepare an international marketing plan which demonstrates the ability to develop effective marketing strategies appropriate for another country's environment;
- Successfully utilize information systems and technology in developing an international marketing strategy.

Expectations

Class attendance and active participation is obligatory in the course and comprises part of the assessment process.

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Pedagogical methods

Lectures, seminars, case analyses, exercises and other forms of group work

Grading

Case analyses and presentation, exercises and other forms of group work: 100%

Class schedule

21 hours of lectures spread over a period of five days. In addition there will be ten hours devoted to group work in class.

References

Cateora, P. R. and Ghauri, P.N., International Marketing: European Edition, McGraw-Hill (latest edition)

RES 7001 - Research Methodology

Course responsibility: Sam DZEVER, Professor, TELECOM Business School

Introduction

The aim of the course is to introduce the student to the methodologies used in academic research in order to enable him/her successfully write and orally defend a master's thesis. Topics covered include: philosophy of science, epistemology, research design, data collection and analysis, thesis writing, presentation, and oral defence.

Learning goals

To provide the student with the theoretical and methodological foundation for successfully completing a piece of scientific research undertaking and thesis writing. Introduce the student to the philosophy of science and epistemological issues that are at the heart of academic research in the field of management

Learning objectives

At the conclusion of the course the student should be able to

- Successfully carry out a piece of research undertaking in the filed of management,
- Write, present, and orally defend a master's level thesis in the field of International management.

Expectations

Class attendance and active participation is obligatory in this course..

Pedagogical methods

Lectures and seminars addressing central issues in scientific research.

Grading

- Exercises, group preparation and presentation: 50%
- Individual work submission: 50%

Class schedule

21 hours of lectures divided into six sessions of three hours each. The following topics will be addressed:

- Philosophy of science
- Epistemology
- Qualitative and quantitative research methods
- Research process in management science
- Thesis preparation, writing, oral presentation and defence.

References

- Curd, M. and Cover, J.A., Philosophy of Science: The Central Issues, W.W. Norton & Company, London, 1998 (or later edition),
- Lancaster, G., Research Methods in Management: A Concise Introduction to research in management and Business Consultancy, Butterwoth-Heinemann, London, 2004.

MAN 7002 - Management of Innovation and Change

Course responsibility: Bhumika GUPTA, Associate Professor, TELECOM Business School

Introduction

Managers must have a deep understanding of how innovation works, and how people interact with changed circumstances. Implementation of new ideas, new strategies and new technology is one of the most complex of any organization's tasks. This course introduces the student to the perspective of innovation and change in the organization. It highlights the tools

and techniques necessary to ensure success when bringing new processes and different strategies into an organization. The course aims to examine these processes within large and small businesses across all sectors in order to understand the essential features of the management of innovation and change

Learning goals

To enable the student:
- Developing a more creative attitude in themselves and others that is useful in an organization;
- Examine the nature and role of innovation and change in the management of organizations in the profit and not-for-profit sectors of the economy and other types of organizations in the twenty-first century;
- Improve his/her own and others' capacity to respond practically and creatively to problems and opportunities;
- Learn a variety of approaches designed to develop ideas, manage innovation and transfer knowledge (including scanning the environment, changing structures, improving systems and involving people);
- Help establish an organisational climate in which creativity, entrepreneurship and innovation can grow;
- Understand a variety of approaches to restructuring organizations (including the learning organization, the use of partnership, networks and self-organization);
- Better appreciate the contextual nature of knowledge.

Learning objectives

At the end of the course the student should be able to:

- Understand the different ways innovation activities have been organized by firms and how these ways of organizing have changed over the last decades
- Have a broad comprehension of concepts and theories for understanding and analyzing change and innovation;
- Identify and critically reflect on key managerial issues and trade-offs in organizing for innovation and change;
- Discuss and propose alternative ways of organizing to encourage innovation, creativity and change in organizations
- Understand the principles underlying creative thinking and problem-solving in the organization;
- Use a range of tools, procedures and behaviours as aids to problem-solving, creative change and the management of innovation;
- Appreciate the impact of information and communication technologies on problem-solving, data access and networking;
- .

Expectations

Obligatory class attendance and active participation is expected of course participants.

Pedagogical methods

Lectures, seminars, group work.

Grading

- Obligatory class attendance and active participation: 20%
- Case analyses and presentation, other forms of group work: 80%

Class schedule

21 hours of lectures, case analyses and group work spread over a period of two week in the spring semester.

References

Galavan, R., Murry, J, and Markides, C (eds), Strategy, Innovation, and Change: Challenges for Management, Oxford University press, 2008.

HRM 7001 – Global Human Resource Management

Course responsibility: Dr. Bhumika GUPTA, PhD, Associate Professor, TELECOM Ecole de Management

Introduction

International cooperation, global trading are emerging as the way to do business into the XXIst century
You have to manage people an a site and off-site team, to organize co-operation and relationship between off-site team colleagues
You have to deal with workers mobility through the world and to find the right way to manage "expats" on overseas assignments. You are in virtual management
When people are telecommuting you can't manage people in the same way when they are "under your nose", you have to control their freedom, give clear guidelines, objectives, team responsibilities and clear hierarchy

Learning goals

In this course, students are going to learn the new problematic of managing people and workforce through the world with the globalization of business, the diversity of industries and organizations and the necessity to increase efficiency and employability of the workforce.
The new information and knowledge technologies offer a multiplicity of new instruments for managing people on a site and managing an off-site team

Learning objectives

After this course, students will be able to use the concepts and apply the new technological framework of information, knowledge, communication and managing people.
The students will acquire competencies, skills and capabilities to manage teams on a site and on off-site team

Expectations

Personal work of the students about concepts, techniques and active participation in the course.
Reading of the "handout" by the students
Group work of the students with the case-study diffused at the beginning of the course

Pedagogical methods

These include:

- A broad , if selective, view of current thinking on culture linked to the management of people using the new technologies of information and knowledge for managing human resources through the world and off-site teams;
- Allows the theories and ideas mentioned to be applied to practice through the inclusion of examples and brief case studies from situations of human resources management in the information age;
- Combines a learning-by-doing-simulating-activities by a complex case study organized by groups of students during the week: Case study – MBA – HEC Lausanne, "Cap Gemini Ernst and Young and OAP….a contract that could have gone wrong"
- A "handout" including extracts of books and articles is diffused to the students with references of books available at the library of INT.

Grading

Grading will be realized by the notation of the informs realized by the different students working-groups on the case study and notation of the participation and the reactivity of the students during the course.

Class schedule

The concepts:
- The new problematic and new conceptual approach of managing people in the Information age
- Managing working productivity through the world with new technologies of information and knowledge
- Managing organizational productivity with new technologies of information and knowledge

- Managing efficacy and competitively with new technologies of information and knowledge

The practice:
- The new technologies for managing people
- Managing people through the world
- Managing "expats" on overseas assignments
- Managing an off-site team
- From managing people to the management of competences and skills
- Leadership in managing people in the information age

Case-study:
- Organisation of the collective works of the different groups of students about the case-study "Cap Gemini Ernst and Young" and it's restitution by the students of the end of the course

References

International Human Resource Management: managing people in a multinational context
Peter J Dowl, Marion Festing, Allen Engle, South-Wertern College – 2004
Human Resource Management Applications: cases, exercises, incidents and skill builders
Stella M. Nkomo, Myron D.Fottler, R. Bruce Mc Afee, Thomson Learning - 1999
Management Information System for the information age, Haag, Lavoisier Editions 2003
International Management: culture, strategy and behaviour, Richard M Hadgetts, Fred
Luthars, Aula Magna – 2002 (www.aulamagna.be)
Other references are included in the "handout" given to students

STR 7003 - Strategy Simulation

Course responsibility: Sam DZEVER, Professor, TELECOM Business School

Introduction

This business game simulates the development of a national mobile market. Participating groups run mobile operators, making strategic, marketing, network planning, staffing and financial decisions. The underlying model simulates the behavior of consumers and gives market shares and other market information, as well as all operational and financial metrics.

Learning Goals

Integrate the various aspects of management (technical, financial, HR, marketing, etc.)
Discuss the impact of the introduction of new technologies in a trial and error process that allows for multiple options
Obtain a first-hand experience of decision making in key situations: bidding for a license, negotiating interconnection and MVNO agreements.

Expectations

Participation in courses, teamwork.

Pedagogy

Competitive teams, simulation

Grading

Based on: teamwork, simulated business performance, experience analysis

Class schedule

Introduction
An introduction to mobile technology, economics and markets in Simobiz and trial period
3 periods : marketing and technology diffusion, networks; finance
UMTS business plans and auction
2 periods : 3G deployment; human resources; MVNO
Conclusions and evaluation

References

CESIM Global Challenge: Simulation for Strategy and International Management, CESIM, 2007.

MAN 7004 - Leadership

Course responsibility: Dr. Bhumika GUPTA, TELECOM Business School. Faculty: Mr. Deigo

Introduction

.The course is an in-depth, integrative study of selected topics in leadership. It covers the theories, philosophies, and concepts of leadership through the examination of the difference between management and leadership, organizational culture, and the leader-follower relationship these include: Negotiation, and Conflict Management; Human resources policies and procedures; Project management; and Performance management.

Learning goals

To enable the students have a better understanding of the following central leadership issues in an organization:

- Negotiation and conflict management
- Human resources policies and procedures
- Project management, and
- Performance management

Learning objectives

Upon successful completion of the course, the student should be able to:

- Present theories of negotiation and conflict management ;
- Compare and contrast human resources policies ;
- Define, initiate, and implement a plan for project management;
- Initiate, implement, and evaluate a plan for performance management ;
- Apply appropriate written and oral skills, technology and ethical leadership skills in organizational settings.

Expectations

Obligatory class attendance and active participation in discussion, meticulous preparation before each class session, active participation in case analyses, exercises and group work.

Pedagogical methods

Lectures, seminars, case analyses, exercises, and other forms of group work.

Grading
Two case analyses and presentation in class: 100%

Class schedule

6 class sessions of three hours spread over a period of two weeks + 15 hours of group work in class.

References

Northhouse, P.G., Introduction to Leadership: Concepts and Practice, Sage Publications, 2009.
Northhouse, P.G., leadership: Theory and Practice, 4th edition, sage Publications, 2008.

MKT 7001 - International Business

Course responsibility: Marie CARPENTER, Associate Professor, TELECOM Business School

Introduction

This course focuses on an overview of international business, foreign investment, trade and globalization. Topics include global economies, the role of technological and cultural factors in conducting global business, the multinational enterprises (MNE) and their key management issues.

Even though this course draws on several different academic disciplines including economics, international economics, strategic management, the goal is always to draw out the implications for firms.

Learning goals

The principal goal of this course for students is to learn how to analyse the economic, technological, management issues that affect firms' foreign direct investments (FDI) and strategies in the global business environment.

Learning objectives

The objectives of this course are the following:
- to deepen an understanding of the concepts of international business, global industry and external environment surrounding the multinational enterprises;
- to analyse corporate situations from a global, cross-functional perspective: diagnosis of competitive and industry environments, organisational structure and operations, strategic resources, strength of strategic positioning, cultural factors;
- to give guidelines to follow in presenting a case analysis;
- to improve the student's analytical, presentation and team-building skills (students must register for the course in groups usually 3-4).

Expectations

After successful completion of the course, students should be able to develop an understanding of the main international business concepts (theories) and to conduct a case study.

Pedagogical methods

The primary focus of this course is on methodology, hence the alternate programming of formal content classes (theories of FDI, of entry and expansion of MNEs) and case study classes. The course aims to provide a framework for students to analyse a case study. The purpose of the case study is to let students apply the concepts they studied in their preceding courses. The course pedagogy focuses on learning-by-doing. Students have to analyse and to develop a presentation.

This course also requires a strong commitment from each and every student, hence the effort required to prepare each case study session through the careful analysis of the business case to be studied (specifications will be provided together with each case study).

- A combination of formal teaching and case studies discussed in lab classes.
- Reading and analysing of all the case studies by EACH student, who should be able to answer questions from the teacher during the debriefing session at the start of each class.
- Managing at least one lab class by each of the 7/8 sub-groups, with one or two oral presentation(s) to be made by each group.

Grading

Grades will be determined based on class participation, written assignments and the final group project and will be weighted using the following percentages. Details on the written assignments and final, group project will be provided in class.

Written Assignments: 15%
Class Participation: 35% (Ability of the student to answer questions about cases and attendance)
Final Project (presentations): 50%

Please note: Attendance to all classes is mandatory. The sub-group's collective grade may be subject to individual downgrading in the event of absences or obvious lack of preparation to the lab classes. A 2-point downgrading will be systematically applied to each absence not validated by the teacher or the school's administration. Moreover, any student who fails to prepare for the class – as demonstrated by his/her inability to adequately answer questions from the teacher – will be counted as absent for that class.

References

Dunning J.H., Lundan S.M., *Multinational Enterprises and the Global Economy*, 2nd edition, Edward Cheltenham: Elgar Publishing Ltd, 2008.
Dunning J.H., *Multinationals, Technology and Competitiveness*, London: Unwin Hyman Ltd, 1988.
Dunning J.H., "The Eclectic (OLI) Paradigm of International Production: Past, Present and Future", *International Journal of the Economics and Business*, 2001, vol. 8, n°2, pp. 173-190.
Harrigan N K. R., "Strategic Alliances: their New Role in Global Competition", *Columbia Journal of World Business*, 1987, Summer, pp. 67-69.
Hill C. W.L, *International Business, Competing in the Global Marketplace*, 7th edition, Illinois: Irwin, McGraw-Hill, 2008.
Hymer S., *The International Operations of National Firms: A Study of Direct Investment*, MIT Press Cambridge, 1976.
Kogut T B., "Joint Ventures: Theoretical and Empirical Perspectives", *Strategic Management Journal*, 1988, vol. 9, pp. 319-332.
Lorange P., Roos, J., *Strategic Alliances: Formation, Implementation and Evolution*, Blackwell Publishers, Cambridge, MA, 1992.
Narula R., DunningJ.H. (1998), Globalisation and New Realities for Multinational Enterprise-Developing Host Country Interaction, University of Oslo, Norway.
Pease K-K. S., *International Organizations: Perspectives on Governance in the 21 Century*, 3rd edition, Upper Saddle River, NW Jersey: Prentice Hall, 2000.

Rodrigues C., *International Management, a Cultural Approach*, third edition, N.Y: Sage Publications, 2008.
Schmidt W., *Communicating Globally, Intercultural Communication and International Business*, N.Y.: Sage Publication, 2007.
UNCTAD (2009), *World Investment Report 2008: Transnational Corporations and the Infrastructure Challenge* (www.unctad.org/wir).

Wild K.L. & J., Han J., *International Business: The Challenge of Globalization*, 3rd edition, New Jersey: Prentice Hall, 2003.

The "additional" readings are optional readings that will further deepen your understanding of the topic.

Granstrand, O., Patel, P. and Pavitt, K. (1997), "Multi-technology Corporations: Why They Have "Distributed" Rather Than "Distinctive" Core Competencies", California Management Review, 39 (4): 8-25.

Gregory, Jackson, and Richard Deeg (2007), "Comparing Capitalisms: Understanding Institutional Diversity and its Implications for International Business", Journal of International Business Studies, pp 540-561, December.

Hamel, Gary, Doz, Yves L. and Prahalad, C.K. (1989), Collaborate with Your Competitors - and Win. *Harvard Business Review,* 67(1): 133.

Prahalad, C.K. and Krishnan M.S (2008) The New Age of Innovation; McGraw Hill.

Verbeke Alain, and Kenworthy Thomas P. (2007), "Multidivisional vs. Metanational Governance of the Multinational Enterprise", Journal of International Business Studies, pp 940-956, May.

Electives

OPM 7005 - Supply Chain Management: Tactics and Operations (1.5 credits)

Course responsibility: Sam DZEVER, Professor, TELECOM Business School
                         Marie CARPENTER, Associate Professor, TELECOM Business School

Introduction

After many years of companies' efforts to gain competitive advantage through cost cutting and process improvement, business and industry have recognized the potential of effective and efficient supply chain management (SCM) to achieve productivity gains and better meet customer expectations.

No longer is it possible to separate supply chain strategy from business strategy. The majority of company managers now perceive SCM as a motor of the value added chain and as a strategic differentiator. It is therefore essential that the future business executives have the necessary insights in the principles and workings of SCM systems and their operations.

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Learning goals

To recognize the principal elements of supply chain processes and design and their inter-relationship with the management of the enterprise. Identify the range of SCM functions and issues at both tactical and operational levels. Introduce the structure and use of state-of-the-art operations models for supply chain system development and assessment. Provide insight into the current trends in supply chain management and operations.

Learning objectives

To apprehend the meaning and value of supply chain integration and management. Understand the Supply Chain Operations Reference (SCOR) model approach and assess the purpose of key SCM application concepts in current practice. Analyze the impacts of a wide spectrum of innovative business strategies on supply chain management. Assess specifically the structure of the supply chain for e-com and develop the elements of a 'green' supply chain agenda..

Expectations

As the future business professionals, students should be enabled to grasp the pros and cons of SCM projects as part of broad business strategies and programs. They should be able to select appropriate models and tools to assist in the management of supply chains and analyze operational performances.

Pedagogical methods

Handouts - Lectures - Powerpoint presentations –

Classroom discussions of SCM projects

Grading

Participation in classroom discussions
Exam (SCM impact assessment)

Class schedule

21 hours of classroom instruction during one week.

Principal topics are:
- Introduction to supply chain management
- Global procurement and supply chain management
- Global supply chain integration
- Supply chain systems and current practice
- Supply chain management and its impact on innovative business strategy
- E-enabled supply chain and the green supply

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References

Anklesaria, J. Supply chain cost management. AMACOM. New York, 2008.
Bolstorff, P. and Rosenbaum, R. Supply chain excellence. A Handbook for dramatic improvement using the SCOR Model. AMACOM, New York, 2007.
Cohen, S. and Roussel, J. Strategic supply chain management. McGraw-Hill, 2005.
Simchi-Levi, D., Kaminsky, PH. and Simchi-Levi,E. Managing the supply chain. McGraw-Hill, 2004

OPM 7002 - Global Logistics and Operations (1.5 credits)

Course responsibility:
Lecturer: Burkhard HORN, Counsellor and former Director at the OECD.

Introduction

Economic and financial globalization and the emergence of the worldwide interconnected business system have led to a new dimension of truly global competition. Once isolated economies are now integrating into a "global village". Companies' source, produce, distributes market and sell in many countries all over the world.

Globalization has dramatically changed freight transport demand and flows and hence logistics services. What started with global sourcing of raw materials and their pre-processing in countries with low labor cost has extended to global production and global marketing. Expertise in global business logistics and operations is therefore a critical and strategic asset for companies, countries and trading blocks.

Learning goals

-   To develop an understanding of the role of logistics in the current global business environment.
-   Be able to analyze complex global logistics cases and develop the appropriate logistics system structure and architecture.
-   Apply the functions of logistics management in contributing to the business strategies and overall management of enterprises and corporations.
-   Effectively communicate the conclusions of business logistics assessments.

Learning objectives

After this course you will be able to:
-   Know and exemplify concepts, strategies, operations and best practices in the global logistics and supply chain sector.
-   Understand the logistics system's basic building blocks and their linkages, including environmental and security requirements, as they apply to companies' decision making and management models.
-   Get familiar with the basic tool kit of global logistics operations and transport system management.

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Expectations

Students should get and ultimately have a macroscopic view of global logistics and the related operational strategies in supporting decision makers at various levels of the enter-prise and advising policy makers in associated governmental bodies.

Pedagogical methods

Handouts - Lectures - PowerPoint presentations
Classroom discussions of case studies
Bibliography - Glossary

Grading

Participation in classroom discussions
Preparation and presentation of case studies in teamwork
Final exam (case study)

Class schedule

21 hours of classroom instruction during one week. Principal subjects are:

- **Recent trends in global logistics**
    o What are the basics? - Facilitating trade through global logistics - Managing global freight transport

- **Building the global logistics system**
    o Building blocks - System structure and architecture – Stakeholders - Supply chain process

- **Operating global logistics**
    o Logistics and enterprise management - production logistics and inventories - transport management and distribution - reverse logistics

- **Special review: China logistics – a snapshot of current developments**

References

Bowersox D.J. et al. Supply chain logistics management. McGraw-Hill. New York, 2002.
Christopher, M. Logistics and supply chain management: Creating value-adding networks. 3rd edition. Financial Times Prentice Hall. 2005.
Dornier, Ph-P. and Fender, M. La logistique globale et le Supply chain management. 2nd edition. Eyrolles. Paris, 2008.

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Rushton, A., Croucher, Ph. and Baker P., The handbook of logistics and distribution management. 3rd edition. Kogan Page. London and Philadelphia, 2006.
Simchi-Levi, D., Kaminsky, PH. and Simchi-Levi,E. Managing the supply chain. McGraw-Hill, 2004

MAN 7005   BUSINESS ETHICS (1.5 cr.)

Course responsibility: Dr. Bhumika GUPTA, Associate Professor, TELECOM Ecole de Management

COURSE OBJECTIVES AND CONTENT

The purpose of the course is to communicate theoretical and practical insights and developments in the fields of business ethics and sustainable business. The students learn the characteristics of ethical issues in business. They become acquainted with the theoretical basis of business ethics: stakeholder-theory, theories of responsibility and normative ethical theory, intercultural ethics; as well as with theories and practices on the implementation of business ethics. The course is interactive, with class discussion, and group assignments, based on a company visit. Expected outcomes are:
- mastering of basic theoretical concepts of business ethics and sustainability,
- A fair notion of what is going on in business nowadays regarding business ethics and sustainable business,
- Knowledge of practical ways and tools for management ethics and sustainability.

COURSE STRUCTURE

Session 1: Introduction to business ethics
- Outline of the program
- The social responsibility of business
- Ethics and profits
- Stakeholders

Session 2: Ethics: some basic concepts and theories
- Principles and consequences in ethics
- Utility, rights, justice and care
- Compliance and integrity

Session 3: Managing intercultural diversity
- Norms, values and world views
- Cultural relativity
- The OECD Guidelines for Multinationals
- Ethical obligations for multinationals
- Bribery and corruption

Session 4: Managing stakeholders and the environment
- Areas of environmental concern
- Environmental policies
- Environmental management
- Why enterprises change environmental attitudes

Session 5: Integration
- Feedback on assignment. Students' presentations
- Summary of the main theoretical issues of the course

PEDAGOGICAL TECHNIQUES, STRUCTURE AND COMPETENCIES:
In addition to plenary presentation, with discussion, work group sessions will be held around cases-exercises and a short research investigation. The e-learing environment will be used, to enable students to give their own inputs in the course, on the issue of intercultural ethics.
Skills exercised during the course are: the ability to identify ethical characteristics of business situations and business decisions; intercultural awareness; the ability to express and defend a considered moral position; the ability to present ethical views orally, to peers.

ASSESSMENT
There are two moments of assessment:
1. Based on the company visits, the students will be required to write a group-paper, in the form of a report detailing their findings, analyzing the issues and providing suggestions and recommendations to the companies regarding their ideas on how the issues discussed are or could be addressed by the company. The report should combine theory with practice and should include practical suggestions and recommendations. To count for 50% of the grade.

2. An individual written exam (closed book) on the whole course, covering both class notes and the reader. To count for 50% of the grade.

LITERATURE
A.Crane, D. Matten, *Business Ethics: A European Perspective*, Oxford UP, Oxford, 2004.
Reader Business Ethics IMBA/DD 2004

INSPECTION
Will be organized according to the provisions in the exam regulations.

MIS 7011 - Information Technology and Total Quality Management (1.5 cr.)

Course responsibility: Dr. Bhumika GUPTA, Associate Professor, TELECOM Ecole de Management
Lecturer: Dirk ROELENS, Consultant

Introduction

In order to attain and maintain a competitive position in today's global marketplace organizations have to provide their customers with products and services that are of "good quality". But what exactly is quality? How can an organization assure that it delivers quality every time The course examines the concept of Total Quality Management (TQM) in the modern organization and assesses the role of information technology in effectively implementing a TQM strategy. The aim is to familiarize the student with quality philosophy, techniques and application in a modern enterprise.

Learning goals

The students get a good insight of the notion quality, what it is, and how it can be integrated in any company. Several specific techniques are taught, that are useful in assuring quality of products and services.

Learning objectives

Understand the notion of quality of products and services. Understand that it is much more than technical issues. Learn some useful techniques, and apply them in a simulation.

Expectations

Active participation during classroom activities, simulation exercises and case studies.

Pedagogical methods

Mix of theory and practice, through extensive simulations and case studies.

Grading

Group work, exercises, case analyses and presentations.

Class schedule

 15h of lectures divided into several sessions.

References

J.M. Juran et A.Blanton Godfrey, Quality handbook, McGrawHill, 2000

John S. Oakland et Leslie J. Porter, Total Quality Management: Text With Cases, Butterworth-Heinemann, 2003

Several articles in specialized literature

MAN 7003 – Design Thinking

Course responsibility: Karim NAFIE, Professor, Visiting professor TELECOM Business School

Introduction

The core of design thinking process is empathising, to create and innovate for the human. Design Thinking is a methodology used by designers to solve complex problems, and find desirable solutions for problem. A design mindset is not problem-focused, it's solution focused and action oriented towards creating a preferred future. Design Thinking draws upon logic, imagination, intuition, and systemic reasoning, to explore possibilities of what could be—and to create desired outcomes that benefit the end user. Design thinking

Learning goals

- Enable the student to empathise (understand the user and the problem) with the end user.
- Enable the student to understand the process of design thinking and various stages involved in it.
- Enable the student understand how these principles can be applied and how they can contribute to an organization's performance and competitiveness

Learning objectives

After this course you will be able to:

- Have an awareness of how design thinking can be applied in a wide range of contexts, from the personal to the global

- Investigate and think creatively about design problems and opportunities

- Initiate an attitude of playfulness to aid design thinking

- Develop visual literacy and articulacy to explain design decisions

Expectations

Obligatory class attendance and active participation is expected of the students.

Pedagogical methods

Lectures, Exercise, workshop and activities.

Grading

- Call attendance and active participation: 10%

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- Cases analyses and other group work: : 90%

Class schedule

21 hours of lectures divided into 7 session of three hours each; Topics to be addressed include workshop and exercises for design thinking specifically addressed to the students capabilities.

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MAN 7903 – Public Speaking

Course responsibility: Bhumika GUPTA, Professor, Visiting professor TELECOM Business School

Introduction

The greatest fear a student has is usually speaking in public. In spite of the greatest ideas the student has the stage fright pulls the student back and hinders their professional growth. Public speaking helps build the confidence in the student and brings out the leader in the person. While public speaking can be a nerve-wracking experience, it can be extremely beneficial for your career. Those people who learn to effectively speak in public are not afraid of taking leadership roles, and are often perceived as being better leaders than those who do not give speeches or presentations.

Learning goals

- Enable the student to speak publicly with confidence.
- Enable the student to understand the audience and grab their attention and take the leadership role.
- Help the student find their presentation style and build rehearsal techniques custom to their own personality.
- Enable student to build a nonverbal profile for oneself and be able to enhance theor personality

Learning objectives

After this course you will be able to:

- Understand the importance of public speaking.
- Control your fears of speaking in front of groups.
- Capture and maintain the audience's attention.
- Be properly prepared for your presentation.
- Find your own style of presenting.
- Use some rehearsal techniques to help your presentation style.
- Introduce yourself or another speaker with confidence.
- Use verbal and nonverbal communication to enhance your speech.

Expectations

Obligatory class attendance and active participation is expected of the students.

Pedagogical methods

Lectures, Exercise, and activities.

Grading

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- Call attendance and active participation: 10%
- Cases analyses and other group work: : 90%

Class schedule

21 hours of lectures divided into 7 session of three hours each; Topics to be addressed include workshop and exercises for design thinking specifically addressed to the students capabilities.

RES 7002 - Epistemology (3.5 credits)

Course responsibility: Bhumika GUPTA, Associate Professor, TELECOM Business School

Introduction

The course is concerned with the investigation into the nature of knowledge itself. The course shall prepare the manager to understand how to acquire knowledge, how to rely upon the senses, and how to develop concepts in mind. Emphasis will be placed in **questions** like: "What is knowledge?", "How is knowledge acquired?", "What do people know?", "What are the necessary and sufficient conditions of knowledge?", "What is its structure, and what are its limits?", "What makes justified beliefs justified?", "How we are to understand the concept of justification?", "Is justification internal or external to one's own mind?". Equipped with this understanding, the manager should be able to operate comfortably and successfully in today's complex workplace.

Learning goals

1. To provide students with instruction at the college level in Philosophy, including majors and minors in Philosophy.
2. To enable students to develop an understanding of philosophical problems and theories.
3. To provide students with a general acquaintance with the history of philosophy.
4. To help students to gain an understanding of value theory and ethical issues.
5. To enable students to develop skills in critical and logical thinking.
6. To prepare students for graduate study in Philosophy and related fields.

Learning objectives

After this course you will be able to:

1. Identify and apply major theories pertaining to the nature of reality, causation, the mind and body, existence, and knowledge
2. Distinguish between making a claim that is an assumption, a controversial claim requiring support, or a claim that is a hypothesis introduced in order to be refuted or established
3. Appreciate the importance of advancing an argument that does not irrefutably solve a problem if instead it illuminates and clarifies a problem
4. Explain the role of science in discovering information about the world
5. Identify whether and to what extent the scientific method gives scientists privileged insight into the nature and function of reality
6. Recognize and explain ways in which science is or is not different from other ways of learning about the world
7. Discuss the tools used by science in experimentation that provide descriptions of the world and to explore to what extent these descriptions are superior to everyday observations.

Expectations

Class attendance and active participation is obligatory. Students are furthermore expected to prepare meticulously before each class session.

Pedagogical methods

Lectures, exercises, case analyses and group work.

Grading

- Class attendance and active participation: 10%
- Case analyses and other forms of group work: 60%
- End of course individual exam: 30%

Class schedule

7 lecture sessions of three hours each spread over a period of two weeks

CONTACTS

	Phone	Email
Program Director		
Bhumika GUPTA	01 60 76 47 49	Bhumika.gupta@telecom-em.eu
TELECOM Business School – Dean's Office		
Olivier EPINETTE **Associate Academic Dean, MSc Programmes**	01 60 76 42 28	Olivier.epinette@telecom-em.eu
Admissions and registration		
Isabelle TOUFFET **Admissions**	01 60 76 45 98	isabelle.touffet@telecom-em.eu
Social and Campus Wide Support Services for Students		
Gina CUSTOS **Assistant**	01 60 76 40 25	gina.custos@telecom-em.eu

TELECOM Business School Website:

http://www.telecom-em.eu/

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