

Master in International Business, awarded by Grenoble Ecole de Management

Module Title	Learning Objectives of Module
INTERNATIONAL BUSINESS	
International Negotiations	<p>Of all of the skills you will need to be successful in business (and in life), negotiation will definitely be one of the most important. This course has been designed to give you the knowledge and the skills that you will need to achieve maximum results in your personal and professional negotiations.</p> <p>The topics to be covered include (but are not limited to):</p> <ul style="list-style-type: none"> • Negotiation Theory and vocabulary • Preparing to Negotiate (preparation methodology) • Distributive and Integrative Negotiation • Intercultural & Intern <p>The primary objective of this course is to help students become more effective negotiators. In addition to learning key concepts and vocabulary particular to the field of negotiation, students will also have a number of hands-on experiences with case studies that become increasingly challenging throughout the module. The intercultural component of negotiation will also be explored, and students will have the opportunity to both prepare and execute an intercultural team negotiation.</p>
Legal Environment of International Business	<p>This course will cover the legal environment of international business, including international sales and trade, as well as the regulation of the international marketplace. The objective of the course is to provide the students with a broad substantive base, as well as a practical understanding of legal issues that they may face when conducting international business. The course attempts to give innovation, strategy and entrepreneurship students a better understanding of how to protect themselves when growing their business in foreign markets.</p> <p>Through the readings, lectures, assignments, and class discussions students shall be given the opportunity to gain a working knowledge of the fundamentals of the three types of international business transactions available to the firm wanting to develop its business abroad: trade, licensing of Intellectual Property Rights, FDI. Students shall also gain a working knowledge of the various dispute resolution mechanisms at the international level, as well as the advantages and disadvantages of each, so that, when negotiating a contract, they will be able to decide whether to settle a dispute through litigation, arbitration, or mediation. Time will also be spent analysing real life contracts so that students are more familiar with these everyday instruments used in an international legal context.</p>

<p>Global Business Operations – The Serious Game</p>	<p>This course is an integrative activity where students have to work in group to make decisions on a variety of business areas: finance, production, marketing, human resources, etc. It is based on the CESIM Global Challenge.</p> <p>Throughout the week, students have to make decisions, submit several documents where they motivate their decisions or provide analysis of the competitive dynamics, and finally prepare an oral presentation to be made at the closing of the game.</p> <p>At the end of the module, students will:</p> <ul style="list-style-type: none"> • have an understanding of the interrelations between main business decision areas (marketing, finance, supply chain, human resources etc.) • be able to make decisions under time pressure taking into account all functions' constraints and objectives • have an understanding of how fundamental strategic and functional decisions impact financial statements • be able to work effectively in a multicultural team - have improved cooperation, communication, negotiation, and leadership skills
<p>Global Trade Relations</p>	<p>The course consists of the following materials and activities:</p> <ul style="list-style-type: none"> • Harvard country cases that focus on macroeconomic issues for class discussion and for final exam: Balance of Payments analysis is an important element of this. • Discussion and examples of regional integration – e.g. EU, NAFTA, ASEAN - will provide the input for group assignments on examples of regional integration projects • Introductory lectures on trade statistics and comparative tools such as those provided by the World Trade Organisation, Unctad, the WIR, the World Bank, the WEF • Short video materials from the FT -Additional materials on Moodle to provide further data and comparative material • Extensive bibliography <p>For students to have a basic understanding of the issues and key trends in international trade, what makes it flow and what causes the flows to halt? There will be a focus on Foreign Direct Investment (FDI) plus regional and bilateral trade agreements which are major and fast-evolving influences on international trade activity. Different levels of government interventionism, the contrast between open and closed trade policies and currency issues are also explored.</p> <p>The overall aim is to provide an international and macroeconomic perspective in coordination with other international sub-modules e.g. Economics, Supply Chain Management, as well as 'MOC'.</p>

STRATEGY AND OPERATIONS

Strategic Management

This course is designed to help you get acquainted with some of the key techniques, frameworks and concepts relevant for strategic management. Many of these are used every day in the business world to help solve challenges businesses face. In more detail it deals with the core concepts and models affecting the process of strategy making of organizations and the way in which they can create value.

Key questions will be for example: why are certain organizations successfully making profits and creating competitive advantage, while others fail? How to create a unique strategic position that provides a lasting competitive advantage? Which markets do organizations wish to serve, what kind of products and services do they develop for that purpose, and how can they best roll out successful strategies? Why do organizations collaborate with others and which are the pros and cons of expanding business activities beyond national borders?

To answer these and other questions, this course will analyse the sources of competitive advantage, the strategic purpose of organizations, the content of business and corporate strategies, as well as various ways of cooperation and international expansion.

- You will learn to recognize and describe the most important contemporary strategy issues.
- You will gather insight into the usefulness of basic techniques for analysing and solving problems related to the long-term direction of a company.
- You will gain experience with selecting and applying concepts, frameworks and models for strategic analysis and decision-making to deal with complex business problems.
- You will develop strategic management skills – a special way of thinking about problems, challenges and opportunities – and learn to present and defend your 'solutions' in class

Project Management	<p>The Project Management module covers the following topics: Organizations are increasingly defined and operate through project and program based strategies. This trend is essential to understand and become operationally competent within. The module aims to introduce and practice students in the key processes, tools and management of projects as managers, project clients and organizational stakeholders</p> <p>Key components of the course are:</p> <ul style="list-style-type: none"> • What is a project? Why do projects fail? • Defining the project (its goal and its desired benefits) • Project Methodologies – Project Phases – Influence of organization structures on projects. • The project manager profile – Project team - Project manager interfaces. Roles & responsibilities matrix. Managing the team. • Project initiation – Project scope analysis – Charter. • Project risk and assumptions – Risk management planning. • Project planning and planning systems – Duration estimation – investments - Cost estimation, estimation methods. • Tasks and activities – WBS, Work Breakdown Structure. • Project networks – CPM and PERT – Critical Path. • Scheduling – Gantt Chart / Bar Chart – Project crashing. • Project acceptance & closing. • Project documents. Templates and Project Manager's tools. <p>Provide the participants with a methodology and introduce the basic tools for Project Management in order to make them familiar with the best practices in Project Management, specifically to:</p> <ul style="list-style-type: none"> • Identify a project environment and scope and create a Project Definition document • Conclude project planning and priority settings (Estimating Techniques) • Execute and monitor a project performance and earned value along its life-cycle (Performance Indicator Management) • Allocate and re-allocate resources and timeframes for projects (Adjusting and Correcting) • Manage budgets and costs through the project (Contracting and Costing) • People-manage projects • Define and evaluate Project Success/Failure.
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<p>International Operations and Supply Chain Management</p>	<p>The content is meant to show the critical link that operations and supply chain management (OSCM) plays between the operational and the strategic levels.</p> <p>The focus of the course starts with the strategic level and progressively moves towards the operational level:</p> <ul style="list-style-type: none"> • Designing a supply chain in relation to strategy • Creating operational and supply chain plans in line with strategy and within resource parameters • Establishing linkages along the supply chain through information and inventories • Purchasing and managing relationships to suppliers <p>During this module, students are also invited to think through the human, social and environmental consequences of supply chain decisions.</p> <ul style="list-style-type: none"> • Understand how OSCM contributes to global business performance, • Know how to assess the benefits and costs of alternative forms of organizations of the supply chain, • Know the basic vocabulary of supply chain management, inventory management and purchasing.
<p>MARKETING</p>	
<p>Global Marketing Management</p>	<p>In this module students will learn and apply the basic concepts, practices and principles of marketing in a global environment and understand the role of marketing in the company and its relation with the other functions; Students will learn how effective marketing based on an understanding of the customer and the customer's needs, creates value for customers and therefore profits for the company.</p> <p>The contents of this module are:</p> <ul style="list-style-type: none"> • Global Marketing Environment • Market Research • Consumer Behaviour • Segmentation – Targeting - Positioning • International market selection & market entry strategies • Product Management • Pricing Strategy • Marketing Channel & E-commerce • Integrated Marketing Communication Strategy • Digital Marketing <p>On completion of this course the student should be able to:</p> <ul style="list-style-type: none"> • Understand the major challenges of marketing today • Understand the elements of the marketing mix • Propose solutions to key Global Marketing Strategy issues.

<p>Business Analysis and Consulting</p>	<p>The objective of this interactive and hands-on course is to provide a practical and current view of business analysis and consulting process and practice. It has been designed to provide learners with practical skills and strategies that will allow them to develop careers as entrepreneurs, international business managers, contractors, project managers or consultants. The course also provides a useful overview for those learners who may need to hire any of these resources themselves. The context of this course is pragmatic and tactical. It will provide the learner with hands-on experience in submitting proposals, gathering information, and writing client reports, on an individual and team basis.</p> <p>After completing this course, the learner will be capable of selecting and using the appropriate tools to analyze a consulting business problem and offer an integrated solution Will have demonstrated the capacity to think globally and take a position based on his/her personal value system when challenged with an ethical, environmental, social or cultural business case situation Will have demonstrated the capacity to think critically, applying inferential skills and deductive reasoning. Will have demonstrated clear and concise verbal communications including presenting client-facing content. Will have demonstrated clear, creative, organized, interesting and insightful written communication as part of a consultant's logbook Will have worked as a team member by sharing knowledge, soliciting and valuing input from others, developed an understanding of group dynamics and will have used that understanding to achieve goals.</p>
<p>INTERNATIONAL MANAGEMENT</p>	
<p>Intercultural Management</p>	<p>This module aims to discuss a variety of intercultural issues that international managers encounter.</p> <p>It is designed to provide students the basics of intercultural management and empower them to handle a broad array of cultural differences in increasingly complex work environments. The intensive globalisation of international business and trade has created a highly interrelated and interdependent world in which people from various nations and culture must work together, often in remote teams in different time zone and geographic regions. Individuals, team members and managers working in such an environment must be knowledgeable about other cultures, cultural differences and cultural similarities.</p> <p>The module covers some of the field's theoretical paradigms and practical implications in intercultural management and enables the participants to apply this knowledge in a multicultural and multinational business environment. Students could be required to read pre-readings assigned to different sessions and come prepared to discuss them in class.</p> <p>5 main themes have been developed:</p> <ul style="list-style-type: none"> • Definitions of Culture (National, Organisational), Ethnocentrism and Stereotypes

	<ul style="list-style-type: none"> • The models of Culture (Hofstede, Trompenaars,...) • Intercultural communication and Lingua Franca • The International Manager • The Multicultural Team <p>At the end of the module, students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate the ability to make intercultural business and management decisions based on criteria provided in class. • Analyse a cross-cultural conversation and highlight the various elements which may cause misunderstandings and/or conflicts. • Understand the significance of cultural differences in everyday work life, expressed through different behaviours and practices. • Have a greater insight into one's own culture as well as into one's own cultural limitations. • Have an increased sensitivity and knowledge about other cultures and a recognition of different norms and practices for communication. • Increase the exposure to specific business situations where culture dependant factors play a major role through examples and theoretical analysis. • Have a greater understanding of the multinational context where remote (international, virtual, global) teams are becoming the norm and where new communication techniques and tools must be acquired for better coping with this phenomenon.
<p>Managing People and Organizations</p>	<p>This module explores the various dimensions to managing people and organisations. We adopt a critical perspective to the experience of work in national and international organisations. We consider topics such as motivation, decision making, and team working; as well as processes such as recruitment, mobility management, and the learning organization within the wider challenges faced in managing organisations dispersed across multiple national contexts. We also examine the impact of globalisation, diversity and new technologies on organisations and their members.</p> <p>By the end of this course you will know how international organizations function on individual, group and organization levels. Students will also develop an understanding of the most important organizational approaches towards recruitment, mobility management, learning, diversity, motivating employees, and decision making. Students will learn how to combine concepts and models of analysis to enhance their understanding of organizational phenomena.</p>

MANAGING TECHNOLOGY AND INNOVATION

Managing Technology and Innovations

Our objective is to cover selected major themes in technology and innovation, including:

- Competitive dynamics,
- Creation and capture of market value,
- Organizing for innovation,
- New product acceptance and diffusion.

The goal is to start with a general understanding of how innovation should be taken into account in business and corporate strategies, and progressively zoom in on the organizational and market levels. Students are also provided with an opportunity to simulate the practice of R&D management in relationship with strategic and marketing management.

Information Systems for Digital Business

Information and knowledge are now recognized as critical resources in the modern organization. Information Systems (IS) are socio-technical systems made of Information Technology (IT), people, organizational structures and business processes.

Information systems – due to the dramatic progress of IT (e.g., computers, software, networks) in the last forty years – now represent the nervous system of most enterprises, and have become a crucial resource to ensure the competitive viability of almost any business. In fact, most organizations’ value-creating strategies, products and processes today entail significant reliance on information and information systems.

In spite of the rising complexity and pervasiveness of IT-based information systems, there is a persistent scarcity of business managers who are well versed in IS. Historically, the IS function has been the province of technologists who were not trained in management schools. However, IT specialists typically lack a sufficiently detailed understanding of the objectives, priorities, and business processes of an organization. Thus, they are unable to conceive, select, design, develop and implement adequate information systems without the significant active involvement of business managers. It is therefore of paramount importance that functional and general managers (i.e., non-IT-specialists), for whom information systems are a vital resource, develop a profound understanding of IT and IS. While leaving the IS function solely in the hands of technologists is a critical mistake, now recognized, failing to develop managers that are well versed in IS represents the other side of the same shortcoming.

Carefully note that the above argument does not simply call for more computer literacy and hands-on training. End-user skills, such as performing routine personal productivity tasks (e.g., word processing), analyses (e.g., spreadsheet modeling), and communications (e.g., electronic mail, web publishing, messaging), are critical. However, they are inadequate for managers who must employ technology to develop new products and strategies, need to transform their organization, and have to

lead their firms in the face of continued competitive threats. We need general and functional managers to develop a strong grounding in the concepts and language of IT, and to develop a sound appreciation for the information resource and for the information systems that can be acquired and developed to create business value.

To further compound the problems described earlier, the popularization of computing and the rapid expansion of the software industry have led to great hype and confusion. Vendors, pundits, “experts” and various other commentators are all attempting to “educate” potential customers about the advantages and benefits of each new technology. This wealth of “information” (and often misinformation) creates an overload problem leading to the manager’s inability to discriminate reliable and accurate information from the many incomplete, ambiguous, misleading or just plain wrong sources. In this environment it becomes fundamental for the business manager to understand fundamental IT concepts and to be able to critically analyze information systems issues.

This course aims to start you on your way to becoming a competent and IS-savvy manager. The class provides you with a solid foundation in IS upon which you can build further through formal or independent studies. The audience for the course is prospective general and functional managers and entrepreneurs in any industry. However, the course is challenging and does not shy away from some of the technical complexities that are necessary to thoroughly understand IT and its applications and limitations.

The course assumes no IT or IS specific knowledge and aims at building such a knowledge base through lecture, discussion, case studies, guest lectures, independent readings, and group projects.

During this course we will:

- Define and understand the concept of IS and its component parts.
- Be able to set direction and plan for the management and use of IS resources for innovation and value creation.
- Analyze the fundamentals IT concepts and develop the appropriate language.
- Know the major computer and information systems currently in use in organizations and be able to analyze their appropriate design and deployment.
- Understand and analyze the strategic role of IS in modern digital enterprises.
- Understand and analyze current IS management issues and digital trends. In the pursuit of these objectives, we will study the technology itself and the organizational issues that accompany its deployment.

FINANCE AND ECONOMICS

Managerial Economics

This common core course of managerial economics offers essentially basic economic concepts and tools that are useful for managers, especially those related to the questions of production, factors of production, revenue and price elasticities of demand, opportunity cost, economies of scale, the structure of markets, etc. The idea is to help students to describe and understand the behavior of economic actors by using the core tools used by economists and analysts. No specific requirement is need, except a strong acuity and a big curiosity about what happens in the everyday economic world.

By the end of this core module, students should:

- Understand how markets are functioning;
- Distinguish all stakeholders of the production process;
- Use several concepts in order to describe the production and the consumption processes;
- Recognize some microeconomics concepts.

Corporate Finance

Corporate Finance covers most of the aspects of finance within a company.

Amongst the most important decisions taken by managers of corporations are the selection and the financing of investment projects that maximize shareholder's wealth. Consequently, the course addresses the basic principles of corporate finance:

- the role of finance in corporations, the financing cycle and the conditions of value creation - compounding, discounting, and the net present value
- the investment decisions: cash-flow forecasts and investment selection criteria (NPV, IRR,...)
- the financing resources of corporations: equity and financial debt,
- equity financing: how to raise money by issuing equity, estimation of the cost of equity (Gordon-Shapiro model, capital asset pricing model),
- debt financing: main types of debt (bank loans, bonds, leasing), how to issue debt, calculation of the cost of debt (bank debt, bonds, leasing)
- the weighted average cost of capital

At the end of the course, the students should:

- understand the financial cycle, the importance and the consequences of investment and financing decisions
- be able to compound and discount interest and to calculate net present values
- be able to make various types of investment decisions (such as the launching of new product, equipment replacement, make or buy) using the discounted cash flow method.

	<ul style="list-style-type: none"> • understand the differences between equity and debt, identify the main types of equity and debt and the way they are raised by companies • be able to calculate the cost of equity, the cost of debt, and the weighted average cost of capital.
International Financial Risk Management	<p>Multinational firms, as compared to purely domestic ones have greater opportunities in terms of diversification, scale economies, and larger cost effective financing sources. On the other hand, they also face greater risks: political instability, exchange rate fluctuations, and complex fiscal regulations. Since, multinationality is an increasing feature of modern business, managers of firms (be they international or domestic) must have some of the knowledge and skills required by multinational business. The rapidly increasing integration of capital markets renders this even more imperative.</p> <p>This course is, therefore, intended to expose students to the concepts, techniques and instruments of international financial management. At the end of this module, students should be able to solve simple situations of hedging & financing.</p> <p>The International Environment:</p> <ul style="list-style-type: none"> • The multinational environment • The foreign exchange markets: spot, forward, options • Foreign exchange risks
Microeconomics of Competitiveness	<p>This course explores the determinants of national and regional competitiveness from a bottom up; microeconomic perspective. The course probes the ultimate determinants of a nations or regions' productivity, rooted in the strategies and operating practices of locally-based firms, the vitality of clusters and the quality of the business environment in which competition takes place.</p> <p>This course examines both Advanced and developed economies and developing economies and addresses the competitiveness of nationals, sub-national units such as states or provinces and particular clusters.</p> <p>The course also examines the role that economic co-ordination among neighbouring countries plays in competitiveness.</p> <p>All module tutors are affiliated faculty of the Microeconomics of Competitiveness Curriculum, developed by the Institute for Strategy and Competitiveness at Harvard Business School</p> <ul style="list-style-type: none"> • Understanding Competitiveness • Understanding Competitive Markets • Understanding Microeconomic Fundamentals.

ACCOUNTING

International Accounting and Financial Statement Analysis

The International Financial Accounting and Financial Statement Analysis sub-module forms part of the Accounting module.

This module is designed to be an introduction to accounting and financial reporting in a multinational environment. Accounting information, in the form of financial statements, is used for planning, control and decision making. This module looks at the analysis of accounts and financial information from the point of view of the users (manager and investor) rather than the preparer (accountant) of information and emphasises the international dimension of financial reporting by looking at consolidated Financial Statements following international standards (IFRS or US GAAPS).

On completion of this module the student should:

- Have an overview of the role of accounting and the accountant, understand the concept of accounting as the language of business;
- Be familiar with the accounting equation, and its components;
- Understand the basic principles of accounting;
- Have a general understanding of the purpose, components and importance of the four financial statements;
- Be able to analyse the financial statements, including using ratio analysis, identifying the requirements for effective ratio analysis and appreciating the limits of such analysis;
- Be able to assess the financial performance of a company in respect of profitability, capital structure, efficiency and liquidity;
- Understand how is cash different to profit.
- Be familiar with main international accounting issues: IFRS-US GAAP, Sarbanes Oxley, Creative accounting.

Budgeting and Controlling

Managerial accounting information is dedicated to internal decision makers who need to plan, control, co-ordinate and analyse where and how revenues, costs and profits are created in the company (or in part of it), and who need to compare profits according to different scenarios. The goal is to equip master level students with the managerial accounting tools and techniques commonly used by managers to manage the performance of their business unit.

On completion of this module, the student should be able to:

- Understand the role of managerial accounting
- Distinguish between the basic cost categories (Fixed/variable, Product/period, Actual/Forecast, Direct/Indirect)
- Use marginal costing concepts in problem solving and decision making

	<ul style="list-style-type: none"> • Calculate profit/volume equations to determine breakeven, safety index and operating leverage • Appreciate the importance of indirect costs (overheads), the methodologies to allocate indirect costs between products or departments (Absorption costing, Activity based costing) and the problems associated with these allocation methodologies. • Understand the role of the budget and how to prepare its various components (Budgeted P&L, cash budget, budgeted balance sheet) • Understand the concept of reporting: types of variances, role of reporting in managing organisations • Have an appreciation of the balanced scorecard approach to implement strategy and measure corporate performance.
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BUSINESS RESEARCH AND ANALYSIS

<p>Research Methods for Managers</p>	<p>The importance of competent, rigorous and contributive research is essential to the progress of both academic knowledge and decision making and evaluation processes in business and organisational application.</p> <p>This module will introduce and practice students in the understandings of knowledge and theory and how to develop and refine lines of enquiry that contribute effectively to knowledge areas and organisational development.</p> <p>Students will learn the essentials of organising a research project and the standard practices and methodologies of data collection for a specific purpose, organising and analysing the data and presenting logical conclusions and recommendations.</p> <p>The following key aspects and areas of research will be introduced and practiced within the module:</p> <ul style="list-style-type: none"> • Introduction to research. The theory of knowledge and the importance of good research in the decision making process. Key terms and theories of research • Developing Topics and Research Questions. Developing and framing a valid Research Question and/or identifying a hypothesis to test and Sample Frame and Population identification and access strategies - 'What' to ask 'Who' • Secondary Data Collection and Analysis – Sourcing, reviewing and analyzing secondary data • Methodology and Research Design – Quantitative, Qualitative and Mixed research approaches and methods • Data management, organisation and analysis and drawing valid and appropriate conclusions from analysed data.
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<p>Quantitative Methods for Business Research</p>	<p>This course is designed to provide students with statistical knowledge and skills necessary to meet the needs of business and real-world decision-making problems. It is intended to provide more of a “hands on” than theoretical approach to quantitative analysis. Specifically, students will get exposure to and practice in the use of a number of quantitative models that proven effective in solving classes of managerial problems.</p> <p>Learning Goal 1: Has acquired relevant operational IT skills for business Is able to use the principal business IT tools effectively and efficiently</p> <p>Learning Goal 2: Has developed critical thinking and problem-solving skills Is able to collect, in a relevant, organized and non-biased way, the necessary information and data Is able to analyse the collected data through relevant methodologies Is able to question the quality of the information used (rigour, reliability, value of evidence, etc.) and to identify and weigh opposing arguments and evidence fairly</p>
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FINAL MANAGEMENT PROJECT

<p>Project Proposal</p>	<p>The Proposal is the key roadmap to guide and direct the main Final Management Project (FMP), either as an Academic product or research and analysis linked directly to an internship or employment and is completed by the student with the guidance of an appointed or selected tutor. The success of the FMP is significantly dependent upon the clarity and precision of the Proposal and the importance of this document must be understood by students. The timeframe to complete the proposal is 1 month and the key aims, objectives, methods and approaches for the FMP must be clearly and coherently presented in the final proposal document. The topic chosen must be business, management or organisationally based and must demonstrate that it has value within these domains. It must also demonstrate a contribution to the Program Learning Outcomes. Generally, a proposal (dependent upon the topic chosen) is expected to be 2000 words (excluding annexes and bibliographies) and contain full and accurate referencing and bibliographies.</p> <p>The proposal is an important part of the process because it provides a clear structure of the future project and indicates the key approaches, methodologies, sources and resources that will be used. It marks the launch of the active study phase of the project and must show that the student:</p> <ul style="list-style-type: none"> • Is able to identify and clearly express a valid and pertinent Research Question, a business or management problem or Hypothesis; • Is able to show a clear strategy for secondary research and use existing data and literature to gain background knowledge of the project the domain;
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	<ul style="list-style-type: none"> • Is able to select and describe a clear approach and methodology plan for primary data collection and how this data or information will be analysed and synthesised; • Is able to validate the contributions that the research outcomes will produce, within domains of theory, practice and personal Learning; • Demonstrates a clear contribution and extension of the Learning Outcomes achieved during the Taught Part of the program.
Final Management Project	<p>The project gives the student the opportunity to develop a major piece of detailed research (min-max of 10,000 - 15,000 words) on a business related topic. Being a topic of the student's own choice, or linked to an internship or employment, it offers an opportunity to focus on an area of particular interest and utility to the student. This is not a taught course. Regular, scheduled contact with the tutor is required and milestone checks and evaluations are performed for each progressive chapter and stage of completion.</p> <p>The Final Management Project (FMP) must demonstrate primary contributions through critical problem solving, primary research and the organization, management and analysis of primary data relevant to a business and/or management problem or knowledge gap. The work must also demonstrate a student's ability to structure findings and results into contributive recommendations and conclusions. The student's work will be expected to demonstrate skills and aptitudes for critical secondary research, systematic literature reviewing and analysis on the backgrounds and existing knowledge surrounding the topic.</p> <p>By successfully completing the FMP, the student will have demonstrated that they have developed the key business and managerial skills and competencies in the methodologies of research, contributing to organisational decision making or increased knowledge within an investigated topic. In doing so, the student will have practised and demonstrated the following skills and aptitudes, required in business and management.</p> <ul style="list-style-type: none"> • Technical <ul style="list-style-type: none"> - Critical analysis of previous evidence and research and the application to the problem under investigation; - Rigour, accuracy and ethics in collection and organisation of raw primary data; - Use of analytical tools and methods; - Creating and framing conclusions and recommendations that contribute effectively to theory and practice. • Functional <ul style="list-style-type: none"> - Management of time and resource constraints; - Developing operational approaches to research and business problem solving;

	<ul style="list-style-type: none"> - Writing clearly and concisely; - Developing a critical approach to existing data, research and phenomenon descriptions; - Working remotely and with a variety of communication mediums across stakeholder groups.
LANGUAGE (Either one)	
French	<p>This course is designed for complete beginners. Students will learn the basics in French in order to allow them to deal with everyday situations. Additionally, the course will give students a broader understanding of the French social and cultural context.</p> <p>Following this course, students will be able to:</p> <ul style="list-style-type: none"> • introduce themselves and talk about what they do in life • handle everyday situations • talk about their home country • purchase goods and ask for their prices - use the present tense
Chinese	<p>A beginner's introduction to Chinese language and Chinese writing. The course will look at simplified Chinese characters. An introduction to Chinese culture will also be given.</p> <p>Pronunciation of Pinyin</p> <ul style="list-style-type: none"> • Rules relating to writing Chinese characters • Basic grammar - How to introduce oneself • How to introduce one person to another • Polite expressions • An initial approach to the Chinese culture • Basic for oral communication

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