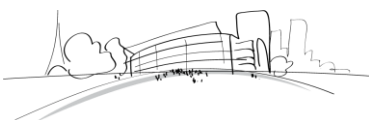
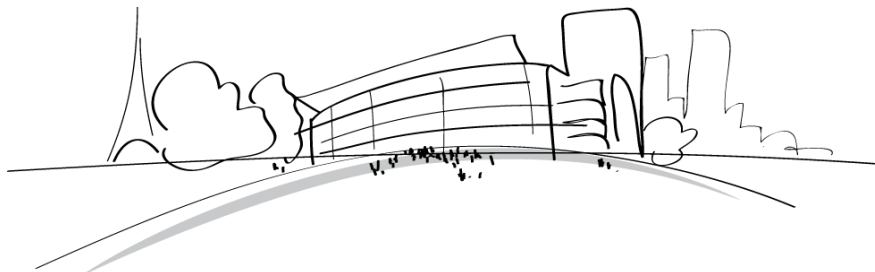


COURSES IN ENGLISH 2011-2012 2ND SEMESTER



COURSES IN ENGLISH

FOR THE ACADEMIC YEAR 2011-2012

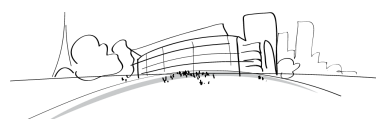
SEMESTER II

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Course material available online
Digital work environment: www.ent.dauphine.fr

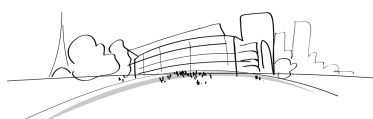


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*Course material available online
Digital work environment: www.ent.dauphine.fr*



Economics and Geopolitics of Energy

M5129U01					
Course Title	Semester	Subject	Hours <i>per week</i>	Duration <i>weeks</i>	DFR
Economics and Geopolitics of Energy	2 nd Semester	Economics	3	7	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
JM Chevalier		Requirement		4,5	M2

Language:

English

Objectives:

To present the world energy scene, its economic and geopolitical fundamentals, and the main players: governments, companies, customers, international agencies.

Course Description:

Energy remains one of the key drivers of the modern global economy. Economic growth has to be fed continuously with oil, natural gas and electricity. Any physical disruption of energy flows or major price spikes may seriously affect economic activity at either a local or global level.

Energy has a direct economic cost but energy consumption also generates social surplus and social costs for the whole community. All costs have to be taken into account in order to ensure an appropriate balance between demand and supply within a perspective of sustainable development. Oil, gas, and electricity markets do not integrate all these elements and, therefore, market mechanisms have to be complemented by appropriate forms of regulation.

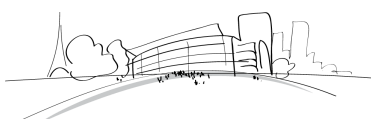
The energy problem has always been an energy supply problem. It is now complicated by the growth in energy consumption, which could endanger the sustainable development of the planet. In addition, the balance between supply and demand is permanently threatened by the geopolitics of energy. The high concentration of hydrocarbon resources within a few turbulent areas, the political instability of these areas, and the permanent threats of terrorist attacks make the energy question highly strategic.

Prerequisites:

Advanced level in English

Texts Used:

CHEVALIER, Jean-Marie: les grandes batailles de l'énergie, Gallimard, folio, 2004.-
International Energy Agency : World Energy Outlook 2005- Claude Henry, Michel Matheu, Alain Jeunemaître : Regulation of Network Utilities – Oxford University Press



Globalization strategies of firms

IOMT03					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Globalization strategies of firms	2 nd semester	Multinational firms, offshoring, globalization, employment...	3	13	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Prof. E.M. MOUHOUD		Professor of Economics at Univ. Paris Dauphine and Director of GDR International CNRS DREEM (Developpement des Recherches Economiques Euroméditerranéenes)		6	Master 1

Language:
English

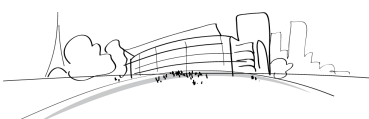
Objectives:

The main objective is to present and explain the different logics, forms and types of strategies of globalization by large and less large companies which are often confused in the general terminology of globalization or relocation activities. We use a new empirical literature based on original and precise surveys allowing a better understanding of both the determinants and the impact of multinational firms. The theoretical approach is also important to understand the diversity of globalization strategies of firms depending on industries characteristics, assets specificities, information and coordination aspects, opportunism behavior... Otherwise the territories strategies of FDI attractiveness and their competitive advantages matters in explaining the diversity of firms' strategies. In his course, we also focus on the impact of firm's globalization on employment, trade, competitiveness and technological specialization of nations for both home and host countries of multinational firms. At last we also analyze some new phenomena as firms going back home after off-shoring their activities toward the low wages countries and the increasing process of multinational firms from the emerging countries.

Course Description: Interactive course with texts and a book written by E.M. Mouhoud *Mondialisation et delocaliaation des entreprises, Repères La Découverte*, to be translated in English in 2008. Indian Editor NILVIND,

Course contents

Two large parts :Part One : Explaining importance, forms, logics and motivations of firms globalization Chapter 1. International Trade, finance, Foreign Direct Investment (FDI), knowledge and technologies : interdependent links in the globalization process Chapter 2. Logics, forms and evaluation of firms globalization Chapter 3. Relocating for reducing labor costs : off-shoring, in-shoring and near- shoring activities in services and manufacturing industries Chapter 4. A new phenomena : increasing course of multinational firms from emerging countries : Chapter 4. Explaining theoretically determinants of firm's globalization? Part two : evaluation the impact of firms globalization on trade, employment and innovation activities Chapter 5. Impact globalization of firms on trade : complementarities or substitution? Chapter 6. Does firm's globalization destroy employment and increase wages inequalities in the home countries? Chapter 7. Impact of FDI and off shoring activities on the less developed host countries? Chapter 8 . Impact of Research& Development activities off shoring on the home countries technological and competitive advantages



Employment Law

IOLT19					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Employment Law	2 nd Semester	Law Gestion	1h30	13	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
J. SUDHOFF, Lecturer	Continuous assessment 50%, final exam 50%			3	M1

Language:

English

Objectives:

To introduce students to French and Anglo-Saxon employment law. To help students develop an understanding of the judicial context of employment from both the employee's and employer's perspective.

Course Description:

Students will be introduced to specific legal domains such as the employment contract, employee benefits, discrimination, and torts committed by both the employer and the employee. The student will apply the law to concrete cases to ensure the acquisition of a solid analytical base and the ability to apply theory to facts.

Prerequisites:

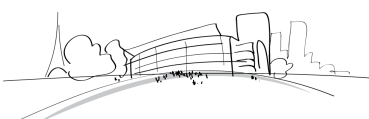
None

Texts Used:

DALLOZ, Pratique du droit des affaires aux Etats-Unis , (1995)

FOUCHER, Notions fondamentales de droit, (1995)

WEST, Fundamentals of Business Law, 4th Edition, (1999)



Company Culture

IOLT18					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Company Culture	2nd		3	13	LSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Richard Oren				6	

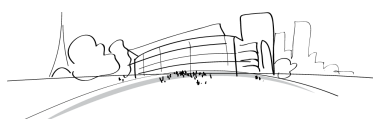
Language: English

Objectives: To develop student insight into the operative properties and functionalities of company culture and improve their ability as future managers to analyze, organize and empower values within companies.

Course Description: This course affords the opportunity to study the influence of culture within organizations as a factor of social identification with notable effects on belief systems and company behavior. Company culture will be examined with respect to the organizational structuring of corporate authority and the granting of perceived legitimacy conducive to empowerment and commitment to objectives. Values and constructs of significance and symbolization will be contrasted and evaluated within select reference systems. Cultures will be analyzed regarding their propensity for organizational effectiveness and economic efficiency or as coordinators of logical coherence with intrinsic psychosocial utility.

Prerequisites: International exchange students or Dauphine students with an advanced level of English fluency.

Texts Used: Alvesson, M. (1993), *Cultural Perspectives on Organisations*, Cambridge, England: Cambridge UP.
 Burack, E. H. (1991), "Changing the Corporate Culture - The Role of Human Resource Development", *Long Range Planning*, 24(1) pp88-95
 Davenport, T. H. (1993), *Process Innovation - Reengineering Work through Information Technology*, Cambridge, Mass: Harvard Business School Press
 Hofstede, Geert (1991). *Cultures and Organizations, Software of the Mind*.
 James, L. R., James, L. A., and Ashe, D. K. (1990), "The Meaning of Organisations: The Role of Cognition and Values" In: Schneider, B. (ed.), *Organizational Climate and Culture*, Oxford: Jossey-Bass
 Morgan, G. (1993), "Organizations as Political Systems" In: Maybe, C. & Mayon-White, B. (eds.), *Managing Change* (2 ed.), London: Paul Chapman, pp212-217



International Business Ethics

IOLTO6					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
International Business Ethics	2 nd Semester	Economics	3h	13	LSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
R. Oren	Continuous assessment 50%, final exam 50%			6	L3

Language:

English

Objectives:

To involve students in developing reflective ethical reasoning in real-world scenarios. To expand their analytical approaches to the foundations and processes of ethical decisions.

Course Description:

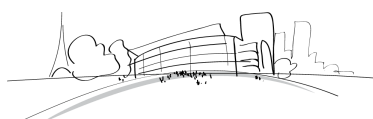
Students will be encouraged to develop reflective ethical reasoning in real-world scenarios through the study and discussion of modern day cases and moral dilemmas.

Prerequisites:

None

Texts Used:

CHRYSIDES G. & Kaler J.: Introduction to Business Ethics, Chapman & Hall, 1993.
 DAVIES P.: Current issues in Business Ethics, Routledge, 1997
 CANNON, T.: Corporate Responsibility: A Textbook on business Ethics, Governance, Environment . Roles and Responsibilities, Pitman, 1994



International Consumer Behavior

IOLT21					
Course Title	Semester	Subject	Hours <i>per week</i>	Duration <i>weeks</i>	DFR
International Consumer Behavior	2 nd Semester	Marketing Gestion	3	13	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
E. Odonkor, Lecturer	Continuous Assessment 50%, Final Exam 50%			6	M1

Language:
English

Objectives:

The purpose of this course is to develop the understanding of key factors which affect consumer purchasing across geographic and political boundaries.

The course will adopt a cross-cultural approach in order to understand how culture interacts with consumer behaviours to drive international trade.

Course Description:

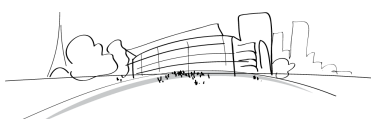
1. Variables to be discussed : cultural differences, business customs, governmental interference, level of economic development, demographics, family decision making, social influences, personality and life styles.
2. Decision Making Processes : perception, information seeking and categorization process, learning and memory, attitudes and emotions, choice (alternative evaluations, situational factors).
3. Decision Evaluation: emotional responses (satisfaction, regret, guilt ...), coping strategies and post-purchase behaviors (complaining, word of mouth, inertia ...).
4. Market Practices: market analysis and research, advertising, pricing and financing.

Prerequisites:

The student needs to be familiar with marketing concepts, cross-cultural interaction and be interested in social psychology.

Texts Used:

Consumer Behaviour (Solomon)



Pop Art



Course material available online
Digital work environment: www.ent.dauphine.fr

I0LTO7					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Pop Art	2 nd Semester	Language	1h30	13	LSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Béatrice Trotignon, senior lecturer	Oral and written presentations on Pop Art works in class (50%) - general exam (50%)		only for foreign student	6	L3

Language:

English

Objectives:

To introduce students to American popular culture and Pop Art from 1956 to 1970 and its influence on American culture and society. Improve writing and speaking skills in English ; improve the expression of argumentation and value judgment.

Course Description:

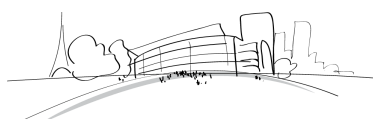
The course will explore a selection of Pop Art works, films and literary texts that focused on the new consumer society and used it as their subject. We will examine the materials they used and the styles of their creations, and whether the artists chose to celebrate or criticize their newfound muse. We will study the Pop Art approach, which was centered on the place, the value and the representation of objects and images, of objects in a historic and aesthetic context (consumer objects, found objects, modern icons and myths, signs of modernity and utopia, techniques of a mass produced art through the idiom advertisement, cartoon, silkscreen painting, collages, junk arts).

Prerequisites:

Class for exchange foreign students.
Intermediate level in English is recommended

Texts Used:

Pop Art works by Hamilton, Lichtenstein, Wesselmann, Rosenquist, Warhol, Rauschenberg, Indiana, Segal - Critical texts by art historians, philosophers ; interviews of artists - References to films and documentaries (Barbarella, Pollock, Factory Girl...) - Klaus Honnef, Pop Art, Taschen, 2004. David McCarthy, Pop Art, London, Tate Publishing, 2000 - Les Années Pop 1956-1968, catalogue de l'exposition mars-juin 2001 au centre Georges Pompidou, Editions du Centre Pompidou, Paris, 2001. - Pop Art 1955-1970, exhibition catalogue, 1985. - American Art in the XXth century, Prestel, Munich, 1993. - Kirk Varnedoe & Adam Gopnik, High and Low: Modern Art and Popular Culture, Museum of Modern Art, New York, 1991. - Made in USA: An americanization of modern art: the 50s and 60s, Berkeley, California, 1987. - Pop Art — A Critical History, edited by Steven Henry Madoff, Berkeley, University of California Press, 1997. - Lucy R. Lippard, Pop Art, Thames & Hudson, London, 1966. - Mamiya, Christin, Pop Art and consumer culture : Amercian Super Markert, Austin,, University of Texas Press, 1992 - Whiting, Cecile, A Taste for Pop: Pop ART, Gender and Consumer Culture, Cambridge University Press, 1998. - Art Press n°266, dossier sur « Les années pop ». Further Bibliography on Warhol given in class for oral presentations



Anglais



Course material available online
Digital work environment: www.ent.dauphine.fr

211UTBAL					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Anglais	2 nd Semester	Language Gestion	1h30	13	LSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Michaël Riccioli	Course work (40%), final exam (30%)	Requirement	Coursework	3	L3

Language:
English

Objectives:

This course aims to enhance the students' knowledge of a range of professional business concepts, enabling them to enter the workplace with a fuller command of the necessary job skills. These include both written (e.g. business letters, CVs) and oral (comprehension and expression). The focus will be on written skills during the first semester and on oral skills during the second.

Course Description:

Emphasis will be on written skills: written expression with CVs, cover letters and business letters (letter of enquiry, order, follow up letter, complaint); written comprehension such as concerns the study of articles or lexical exercises on the theme of companies (structure, personnel and industrial relations).

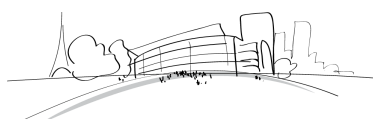
In-course studies will be based on the study of a business book covering the topics of: types of business, management, motivation, industrial relations, recruitment, selection and training, communication, business documents, essential principles of business, location, size and growth, money and banking, finance for business, business accounts, international trade.

Also included will be a grammar review of fundamental points and an elaborate business vocabulary.

Prerequisites:

ONLY FOR NON-NATIVE SPEAKERS
Advanced level of English

Texts Used:



Social Issues in Britain and the USA

M4EAP24					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Social Issues in GB and the USA	2 nd Semester	anglais	3h	13	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Marjolaine Roger	Regular written assignments ; oral participation and presentations ; final exam.	Requirement	Interactive learning ; group work.	6	M1

Language:
English

Objectives:

This course aims at developing students' awareness of the main social issues at stake in Britain and the United States today. Through the analysis of current social problems and social policies, the course involves the students' capacity to apply their knowledge in sociology, economics and other social sciences to contemporary social issues and debates, while enhancing their oral and written communication skills in English.

Course Description:

The course will deal with the analysis of social problems and their policy responses in Britain and the United States. After a short introduction on the study of social problems, the course will focus on the following themes: Education and Training; Work and Unemployment; Poverty and Child Poverty; Families; Homelessness; Inequalities in Health; Food and Obesity; Drugs; Crime; The Environment. The class is organised as follows: after an interactive lecture, students are asked to reflect on the issues through the analysis of case studies, of visual or written documents, and of films and documentaries. Students will develop their writing skills in English through thematic vocabulary building, short written exercises, and essays. Oral communication is encouraged by constant interaction during the class and debates and presentation skills will be enhanced by group presentations.

Prerequisites:

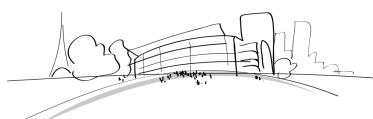
A good standard of oral and written English is necessary for this course.

Texts Used:

Baldock, J., Manning, N., Vickerstaff S. (eds) (2003) Social Policy – Second Edition, Oxford : Oxford University Press.

Giddens, A. (2001) Sociology, Cambridge : Polity Press.

May, M., Page, R. and Brunson, E. (eds) (2001) Understanding Social Problems, Oxford : Blackwell.



Corporate Finance

M4G101A					
Course Title	Semester	Subject	Hours <i>per week</i>	Duration <i>weeks</i>	DFR
Corporate Finance (advanced)	2 nd Semester	Business Finance Gestion	3	13	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Antoine Renucci	Final Exam	Elective		6	M1

Language:

English

Objectives:

The objective of the course is to provide students with a theoretical framework that enables them to understand the most important practical decisions firms make (financing policy and investment).

Course Description:

I. Financial Structure

2.1. Is there an optimal financial structure?

3.2. Modigliani-Miller Theorem

4.3. Option theory and financial structure

6.4. Agency theory and financial structure

II. Investing in Risky projects

2.1. CAPM 3.2. Real options

III. Dividend policy and Corporate Governance

1. Is there an optimal dividend policy? 2. Modigliani-Miller

2.3 The impact of taxes on dividend policy

4. Agency theory and dividend policy

5. Shareholders, corporate governance and stakeholder society

Prerequisites:

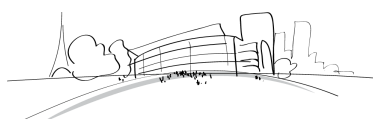
Fundamentals of Corporate Finance

Texts Used:

BREALEY R., MYERS S., Principles of corporate finance, McGraw Hill, 2000

GRINBLATT M., TITMAN S., Financial markets and corporate strategy, Irwin-McGraw-Hill, 2001

COPELAND T., WESTON J., SHASTRI K., Financial Theory and Corporate Policy, Pearson, 2005.



Michael Moore's Vision of America and the art of documentary making



Course material available online
Digital work environment: www.ent.dauphine.fr

M4EAP22					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Michael Moore's vision of America, and the art of documentary making	2 nd Semester	Language Economie	3	13	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Béatrice Trotignon	Oral and written presentations in class (50%), Final exam (50%)	Option		6	M1

- **Language:**
English

Objectives:

The course will provide an analysis of the rhetorical and visual means used by Michael Moore and other film makers, and their impact on the viewer.

- It will introduce students to a vision of contemporary America, in particular through the eyes of Michael Moore. Introduction to the art of documentary making. Books and films by other writers and filmmakers will also be used.
- It will aim at improving writing and speaking skills, in terms of the expression of argumentation and value judgment.

Course Description:

The course will provide an analysis of the rhetorical and visual means used by Michael Moore and other film makers, and their impact on the viewer.

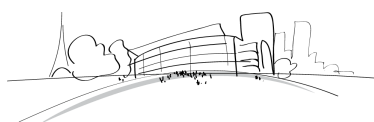
In this course we will be exploring contemporary America through themes such as: - Contemporary America society ; - The media in the USA ; - America's corporate world ; - Outsourcing, - America's gun culture, - America and 9/11- Healthcare etc... Through presentations and debates students will learn about the cultural, historical and political references and background in Michael Moore's films and books.

Prerequisites:

Texts Used:

Books : Moore, Michael, Downsize this, (Harper Perennial 1996)/Moore, Michael, Stupid White Men, (Penguin 2001)/Moore, Michael, Dude, Where's my Country, (Harper Perennial 1996)/Glassner, Gary, The Culture of Fear - Why Americans are afraid of the wrong things (New York: Basic Books, 1999)/Schultz, Emily, Michael Moore : A biography (London, Vision paperbacks, 2006)/Toplin, Robert Brent, Michael Moore's Fahrenheit 9/11 : How one film divided a nation (University Press of Kansas, 2006)/Larner, Jesse, Forgive us our spins : Michael Moore and the future of the left (Hoboken, John Wileys & sons, , 2006)

Films : Moore, Michael, Roger and Me/Moore, Michael, The Big One/Moore, Michael, Bowling for Columbine/Moore, Michael, Fahrenheit 9/11/Moore, Michael, Sicko/Documentaries by Robert Greenwald (Wal Mart, Outfoxed...), William Karel (Le Monde selon Bush), Mark Achbar (The Corporation), Debbie Melnyk & Rick Caine (Manufacturing Dissent)/Fiction films (Elephant, W., ...)



Gender Studies



Course material available online
Digital work environment: www.ent.dauphine.fr

IOLT14					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Gender Studies	2nd Semester	Language Economie	3h	13	LSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Marjolaine Roger	Continuous Assessment	Requirement	Class	6	L3

Language:
English

Objectives:

This course is aimed at developing students' awareness of the current theories, research, and debates on sex and gender in the English-speaking world. The students will analyze and discuss gender relations in society and will develop their knowledge in the field while enhancing their oral and written communication skills in English.

Course Description:

The course adopts a trans-disciplinary approach on a variety of topics which all deal with gender-related issues. Both theoretical and practical analyses will be combined so that students will be able to react and debate on current gender issues. The course will mainly draw on examples from the English-speaking world. After a short introduction to gender studies in general, the following topics will be studied: Sex and Gender; Gender Movements and Theories; Gender and Social Stratification; Gender, Race and Post-colonialism; Gender and Work; Gender and Politics; Gender and the Media; Gender and Violence; Femininities and Masculinities; Sexuality; Motherhood, Fatherhood and Reproduction

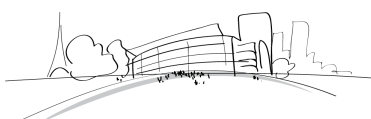
Prerequisites:

None

Texts Used:

Provisional Reading List (a more detailed bibliography will be given out at the beginning of the course)

Stevi Jackson and Sue Scott (eds) (2002) *Gender, A Sociological Reader*, London Routledge. Mary Evans (1997) *Introducing Contemporary Feminist Thought*, Cambridge: Polity Press.



Fair Trade and Alternative Businesses

IOLT11					
Course Title	Semester	Subject	Hours <i>per week</i>	Duration <i>weeks</i>	DFR
Fair trade and alternative businesses	2	Management	3	13	LSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Daniel Joutard, Jerome Schatzman	Continuous			6	L3

Language:

English

Objectives:

Introduce fair trade and alternative businesses to management students. Understand the main stakes of ethical consumerism and the major issues of launching a fair trade venture

Course Description:

Interactive courses: it is expected that students participate as actively as possible (continuous interaction with teacher, team work sessions, team presentation, ...)
Use of 2 real life case studies to structure each session and understand theory by concrete examples

Fair trade executives and opinion leader from various companies and actors will be invited (Solidarmonde / Artisans du Monde, Max Havelaar, Monoprix, Alter Eco - subject to guest time constraints -)

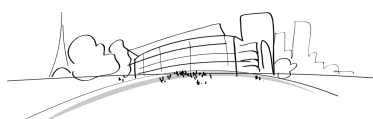
Prerequisites: A good business culture (marketing, finance, economy)
a good command of the English language.

Texts Used:

Amartya Sen : Development as freedom (Jan 2001)

Naomi Klein : No Logo (Jan 2001)

IFAT.org and FLO.org



Risk Analysis and Economic Management

IOMT05					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Risk Analysis and Economic Management	2cnd Semester	Economics Gestion	1h30	13	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Christian Schmidt		Requirement		3	M1

Language:
English

Objectives:

This course is devoted to the Economic Analysis of risk and its applications to risk management. The topic is divided into three parts. The first part introduces the traditional tools for understanding and modeling decisions in the presence of uncertainty (subjective probabilities, expected utility models, alternative criteria for decision-marketing). The second part develops new perspectives, mainly due to game theory (asymmetric information, interdependent expectations...) and experimental psychology (cognitive perception; framing bias). The third concerns various applications of risk analysis to different sectors and domains of economic activity (e.g. insurance, finance and international business).

Course Outline:

Introduction: The role and importance of risk and uncertainty in modern societies (cf. Beck).

PART I : Economic approach of decision making under uncertainty

- The historical background (Knight, Keynes, Savage)
- -The model of expected utility: origin, main assumptions, uses and limitations.
- Some paradoxes of rationality and their proposed explanations, Allais, Ellsberg, Newcomb.
- Alternative criteria for decision-making and attitudes toward risk: maximin, maximax, minimax-regret...

PART II : New insights and recent developments

- A strategic framework for analyzing risk: the game theory approach
- Information and players' knowledge : Aumann, Kreps, Brandenburger
- Independent expectations, levels of beliefs and self-fulfilments.
- From risk perception to reanty: the contribution of experimental psychology.
- Cognitive dissonance and "framing effect": Khanemann, Tversky, Slovic.

PART III : Domains and applications

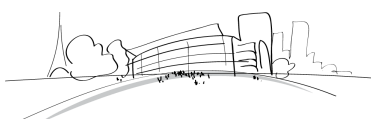
- Risk and insurance
- Finance and risk management
- Country-risk and international business
- The challenge of the new risks: Health, environment, new technology.

CONCLUSION: which future for risk analysis?

Prerequisites:

None

Texts Used:



Glob'Strat

M4GL15A2					
Course Title	Semester	Subject	Hours <i>per week</i>	Duration <i>weeks</i>	DFR
GlobStrat	second	Global Management and Alliance Strategies	1h30	13	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
	continuous	optional		3	M1

Language:

English

Objectives:

The teaching of « global management and strategic alliances » aims at giving students some training based on a company's practice of global management within the frame of a global strategic simulation and on the negotiation of strategic alliances and/or operational partnerships with other companies

Course Description:

Globstrat works on the web and simulates the life of a managerial committee competing with global challengers over several years.

Globstrat includes marketing, sales, production, innovation, logistics, human resources, finance, audit, strategic watch.

Globstrat allows participants to cope with the complexity of a multi-technology, multi-product, multi-market and multi-segment company with in mind value creation.

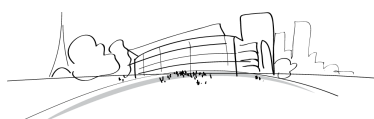
Besides Globstrat allows participants to negotiate and develop strategic alliances and operational partnerships with global competitors.

Prerequisites:

Upper intermediate English

Texts Used:

Daniel Paul et Nicole Krausz « Pratique du management stratégique », 2006.



American Civilisation

L21T103					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
American Civilisation	2nd	Culture/civilization	1h30	25	LSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Geraldine CHOUARD	Continuous assesment (oral and written work) + final exam			3	L1

Language:
English

Objectives:

The course is designed to acquaint the students with American institutions, culture and politics from a historical perspective, in order to understand the complex identity of the Unites States.

Course Description:

The course combines a descriptive and analytical approach of central features of the American society, through a chronological presentation of the development of national institutions, politics, social life and culture. It is intended to allow students to express their responses to American culture and to encourage discussion. One oral presentation requested for each student over the academic year.

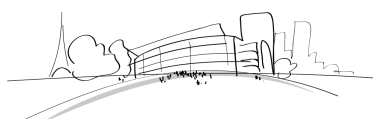
Various types of material will be used (texts, films and other visual documents).

Prerequisites:

ONLY FOR NON-NATIVE SPEAKERS
Upper intermediate level in English

Texts Used:

- David MAUK and John OAKLAND American Civilization. An Introduction.
- David McKAY American Politics and Society (3rd ed.)
- Douglas TALLACK Twentieth Century America
- Marie Christine PAUWELS, Civilisation des Etats Unis



Cross-Cultural Barriers

IOLT16					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Cross-Cultural Barriers	2	culture	3	13	LSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Maya Putois	Continuous and final exam	optional		6	L3

Language:

English

Objectives:

Help students get a good grasp of cultural differences in the world of business through theory and case studies

Course Description:

How relevant are the cross-cultural categories of Hall, Hofstede and Trompenaars and others today? Theory followed by class analysis of case studies.

Perception of time and space across the globe followed by a study of verbal and non-verbal communication.

How to understand cultural differences by looking at the geographic, historic, religious, economic roots of these variations.

A probe into individual countries: UK, Japan, Finland, Ireland, China etc...

India and the US particularly seen as lands of paradox.

Going beyond stereotyping through Emotional Intelligence.

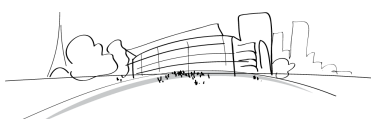
Prerequisites:

Upper intermediate level in English

Bibliography:

“When Cultures Collide” by Richard Lewis (Nicholas Brealey International - third edition 2006); “Cultures Consequences” by Geert Hofstede (Sage Publication 1984); “The Cultural Advantage” by Mijnd Huijser (Intercultural Press 2006); “Being Indian” by Pavan Varma (Viking 2004).

Behavioral finance



M4EAP35					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Behavioral finance	2nd	Finance	3	7	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Vasu Vijayraghavan	2 midterms at 25%, one final at 50%	Non-mandatory		3	M 1

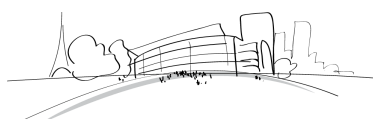
Language:
English

Objectives:
Designed to introduce the student to the theory and concepts of behavioral finance

Course Description:
This course is designed to introduce you to the concepts and theory of the rapidly developing area of behavioral finance. This area of finance assumes that market agents are driven by irrationality. As a consequence, there exist “holes of irrationality” that agents can exploit to make excess profits even over the long-term. Another consequence is that “index-tracking” is the best thing an investor can do; this assumption would also explain paradoxically the massive recent success of hedge funds which live on fleeting irrationalities that they are quick to exploit and exhaust. Other issues we will examine are the popularity of VAR models and the consequence of “regret” behavior.

Prerequisites:
None

Texts Used:
There doesn't exist one text in this rapidly growing area of finance. I will, as a consequence, rely on handouts which I will make available by the beginning of the semester.



Antitrust Economics



Course material available online
Digital work environment: www.ent.dauphine.fr

M4EAP66					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Antitrust Economics	2scnd Semester	Economics	3	14	MSO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Sophie Méritet	A short commentary paper on a fundamental article, a report on an antitrust case (theory and case), and a final exam. Grading system can be modified for International students on request.		Lectures and discussions	6	M1

Language:

English

Objectives:

The course will covers topics in theoretical and empirical issues related to antitrust economics. The aim of this seminar is to put industrial economics into a practical context, to analyze competition policy issues arising in industrial economics, and to develop an understanding of policymaking in this area.

Course Description:

Topics studied:

- Introduction to Antitrust Economics
- Market definition and assessing market power
- Monopoly
- Mergers
- Vertical restraints
- Cartel & Tacit collusion
- Price discrimination
- Presentation of the theoretical concept and then antitrust cases.

Prerequisites:

Basic knowledge of Economics.

Seminar taught in English.

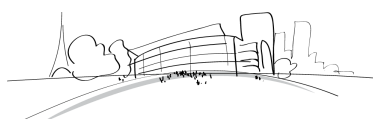
Seminar at Masters level with French students, open to International students.

Texts Used:

MOTTA (2004) Competition Policy: Theory and Practice, Cambridge UP.

KWOKA & WHITE (2004) The Antitrust Revolution, Oxford University Press, 4th edition..

VISCUSI, VERNON & HARRINGTON (2000) Economics of Regulation and Antitrust, MIT Press



Collective decision making

IOMT06					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Collective decision making	2nd semester	Public goods and government intervention	3	13	
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Marisa Ratto	Continuous assessment : 50%, final exam : 50%		Lectures Seminars		M1

Language:

English

Objectives:

This course is designed to help students think analytically about the ways decisions are made in the political and economic area. The aim of the module is to provide an understanding of the effects of government policy upon the economy. It will also generate in students an appreciation of how individuals make decisions in groups and how they cope with collective choice problems such as the provision of public goods.

Course Description:

The course starts with an overview of the growth and activities of the public sector in developed countries. Important questions arising from this evidence, which will be subsequently addressed, are "why is there a public sector?", "Would not it be possible for economic activity to function satisfactorily without government intervention?", "Has the government grown too much?". The logic of collective-decision-making will then be analysed, focusing on voting rules and on activities to influence government actions, like rent-seeking and lobbying.

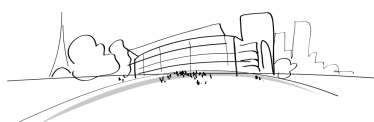
The second part of the course will concentrate on the failures of individual actions to achieve outcomes of collective interest. After reviewing the concept of equilibrium and efficiency of the competitive economy, the course will focus on two cases of departure from efficiency: the voluntary provision of public goods and externalities. Two specific applications for the case of public goods will be considered: the individual choice of work effort in teams and charity donations. For the case of externalities, the applications will be pollution and traffic jams. This module will discuss what the problems are and how the design of appropriate incentive mechanisms might overcome them.

Prerequisites:

Fundamentals of microeconomics, quantitative methods.

Texts Used:

Jean Hindriks and Gareth Myles, 2006 *Intermediate Public Economics* (main textbook for the course), the MIT Press/Nigar Hashimzade, Jean Hindriks and Gareth Myles, 2006 *Solutions Manual to Accompany Intermediate Public Economics*, the MIT Press/Other recommended readings: Mancur Olson, 1971 *The Logic of Collective Action: Public goods and the theory of groups*/Todd Sandler, 1992 *Collective Action: Theory and applications*, Ann Arbor University of Michigan Press/Andreoni James, 1993 *An experimental test of the public-goods crowding out hypothesis*, *American Economic Review*, vol. 83, pp1317-1327./Harison, Glen and Jack Hirshleifer, 1989 *An experimental evaluation of Weakest Link/Best Shots Models of Public Goods*, *Journal of Political Economy*, vol. 97, pp. 201-225./Kim, Oliver and Mark Walker, 1984 *The Free-Rider problem: Experimental evidence*, *Public Choice*, vol. 43, pp. 3-24.



Culture and Civilization

A2MAT14					
Course Title	Semester	Subject	Hours per week	Duration weeks	DFR
Culture and Civilization	2ème Semester	Language	3	13	MIDO
Professor(s)	Evaluation	Status	Nature	ECTS Credits	Level
Hélène Chupin	Continuous assessment + exam	Requirement		6	L2

Language: English

Objectives:

To increase the students' knowledge of English-speaking countries and to improve their English Language skills (listening, speaking, reading, writing). Texts, sound and video documents will be studied.

Group and/or individual presentations on various aspects of the themes studied will be made, either orally or in the form of a written report.

Course Description:

The will be divided into three parts: Britain Today, Australia Today, and the US Today.

Britain Today:

1. Current affairs: the London bomb attacks, the war in Iraq.
2. The population, immigration.
3. The people and the ideas behind the political parties
4. The constitution, the monarchy, parliament.
5. The Press.

Australia Today:

1. Geographical and demographic information
2. The main steps in the construction of the Australian nation.
3. Aboriginal society, yesterday and today
4. Australian multiculturalism
5. The political, economic and cultural influence of Australia in Asia Pacific region.

US Today:

This will be specified at a later date; The US Today will begin in January.

Half way through the course the students will hand in a report based on class documents.

Prerequisites:

ONLY FOR NON-NATIVE SPEAKERS

English level B/C1 on the European assessment grid

Texts Used:

United Kingdom

Pierre Lurbe, *Le Royaume-Uni Aujourd'hui*, Hachette, Paris, 1996.

Australia

In English:

Margaret Nicholson, *The Little Aussie Factbook*, Penguin Books Australia, Ringwood, 2005

John Rickard, *Australia, A Cultural History*, Longman, London & new York, 1996

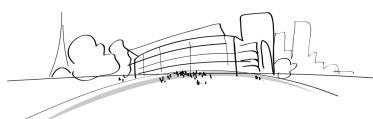
In French:

Georges-Goulven LE CAM, *L'Australie, Naissance d'une nation*, Presses Universitaires de Rennes, Rennes 2000

Martine PIQUET, *Australie plurielle*, L'Harmattan, Paris, 2004

Xavier PONS, *Les Mots de l'Australie*, Presses Universitaires du Mirail, Toulouse, 2005

Jean-Claude REDONNET, *L'Australie, Que sais-je ?*, PUF, Paris, 1994



Human resource management

I0LTO5					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Human resource management	2eme semestre	Ressources humaines	3h	13	DFR Licence Sciences des Organisations
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
B. Gupta	Continuous assessment 50%, final exam 50%	Obligatoire		6	L3

Langue:

Anglais

Objectifs:

To introduce students to the various aspects of HR and help them develop the proper tools to be able to identify potential solutions for specific HR problems. Classes will consist of lectures followed by group discussions of case studies.

Contenu:

This course will expose students to the main aspects of HRM: Job analysis, recruitment, selection, socialization, personnel appraisal, classification systems, competency-based management, compensation packages, manpower planning, career management, training, new forms of jobs, working time, labor-management relations, HRM and the international activities of the firm (international HRM, expatriation...), and HRM Policies and strategies.

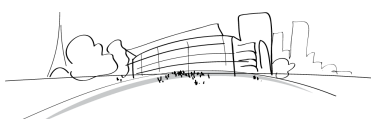
For each of these areas, lectures will present new trends, challenges and current practices. In particular, the impact of new technologies on HRM will be highlighted. Discussions will then be held based on various case studies for a more concrete understanding of HR problems. Students will be asked to work in groups to analyze problems, find potential solutions and make decisions as HR managers.

Pré-requis:

None

Bibliographie:

-



Business development



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G43					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Business development	2eme semestre	Organisation	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Jérôme Gayet	2 assessments: -Virtual business case with a Business Plan to be produced upon specific guidelines -Market study & oral presentation	Option		3	M2

Langue:
Anglais

Objectifs:

- Develop a better understanding of international business development
 - Improve analytical and oral presentation skills
 - Improve capability to collect information from various sources including high-level experts to build realistic recommendations to the CEO of a company
- Upon successful completion of the course, the student will be able to:
- Understand the main internationalization steps of a company
 - Understand the key success factors of a company to develop abroad
 - Build quickly expertise on a specific international markets thanks to a proven methodology
 - Build strategic recommendations based on a comprehensive analysis of an international market

Contenu:

1.Introduction 2.The traditional development cycle 3.The efficient international development process 4.How to go international?5.The main internationalisation steps 6.The strong benefits of the scoring matrix 7.Diagnose the international potential of a company 8.Build your future on your past experiences! 9.Elaborate recommendations for an international development 10.Pre-requisite steps before launch 11.Presentation of the company's business case 12.Set up a company abroad: advices toward success 13.The "best practices" 14.Don't go alone! 15.Building a local dream team 16. Golden rules regarding budgeting 17. Methodology to conduct a comprehensive market survey 18.Which sources of information? 19.How to obtain official & non official information? 20. How to break the main barriers towards success? 21. Analysis tools 22.Company's expectations regarding the Business Case

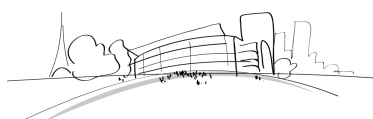
Pré-requis:

- Bachelor Degree
- Fluent in English
- Good command of PowerPoint and excel

Bibliographie:

« Business Development », Jérôme Gayet, Eyrolles (French)-

Beginning: Second week of January



Customer relationship management



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G44					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Customer relationship management	2eme semestre	Marketing	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Pierre Volle	Continuous assessment + final exam	Option	lectures, discussions	3	M2

Langue:
Anglais

Objectifs:

This course aims at the following objectives : A) identifying what is at stake when considering the development of stranger relationships with customers in terms of strategy organization information systems and business
B) being able to elaborate a relational strategy for any type of organizations.
C) understanding what relational actions to take what drivers to activate and what tools to use (sales representatives, relational programs, digital marketing, call centers...) in order to strengthen customer relationships both in B2B and B2C settings.
D) understanding the basics of analytical CRM in order, for example, to target the right offer to the right customers, or to measure the performance of relationship investments, etc...
E) knowing the golden rules of CRM project management as for actively participating to a CRM project.

Contenu:

According to Bruhn, "Relationship marketing covers all actions for the analysis, planning, realization, and control of actions that initiate, stabilize, intensify and reactivate business relationships with the corporation's stakeholders-mainly customers-and lead to the creation of mutual value". This course will first deals with strategic issues (e.g. elaboration of a customer strategy, adaptation of the organization to customers requirement, ect...) and then tackle more operational issues (choice of relational actions, drivers, and tools). Real life examples and business cases will be used extensively.

Pré-requis:

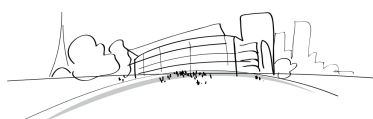
Notions of marketing management and customer behavior; some knowledge of direct marketing basics of statistics and data analysis.
Bachelor Degree in Business

Bibliographie:

Bachelor Degree in Business, Notions of marketing management and customer behavior; some knowledge of direct marketing; basics of statistics and data analysis

Texts Used: P. Volle, avec Peelen E., J. Jallat et E. Stevens (2009), Gestion de la relation client, 3ième édition, Pearson Education – Payne A. (2006), Handbook of CRM, Butterworth-Heinemann – M. Bruhn (2003), Relationship Marketing, Pearson.

Beginning first week of january



Key Account Management



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G46					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Key Account Management	2eme semestre	Marketing	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Dr. Eric Julienne	Continuous assessment + final exam	Option	"Relationship Selling", 3rd edition, Mark W. Johnston / Greg W. Marshall (2009)	3	M2

Langue:

Anglais

Objectifs:

The first part of the course is intended to give student an overview of relationship selling. Upon successful completion of the course, the student will be able to:

- identify and define the concept of relationship selling
- perform the different stages of face-to-face sales

Following the course, the student will be able to:

- list a sales representative main skills and activities
- initiate the sales relationship and discover customer needs
- be persuasive in selling the product or service
- answer customer objections
- close the sale and follow-up

Contenu:

The course is divided in two parts:

1. Lecture : the main concepts and techniques are presented by the instructor
2. Practice : the students simulate a role-play

The role plays must be read and prepared before each session.

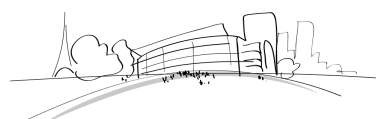
- Session 1: Introduction to relationship selling + initiating the relationship and discovering customer needs
- Session 2: Presenting the product or service and answering objections
- Session 3: Closing the sale and follow up

Pré-requis:

Earned Bachelor Degree in Business

Bibliographie:

Beginning first week of January



Digital Marketing Management

M5274G46					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Digital Marketing Management	2eme semestre	Marketing	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Gregory Pouy (Nurun)	Continuous assessment + final exam	Option	lectures, discussions	3	M2

Langue:

Anglais

Objectifs:

The objective of the class is to help Marketing Managers develop efficient digital marketing programs. Acknowledging the fundamental transformations that the Marketing industry is undergoing, this course focuses on helping designing efficient digital marketing strategies and integrating it into marketing plans.

Contenu:

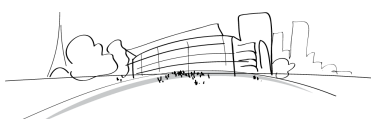
The course provides the key concepts and methods of Digital Marketing. The concepts will be taught through cases studies and applied Digital Marketing projects.

Pré-requis:

Earned Bachelor Degree in Business

Bibliographie:

Beginning first week of january



Project Management Methodologies



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G48					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Project Management Methodologies	2eme semestre	Organisation	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Dr. Anthony Hussenot	Continuous assessment + final exam	Option	"Relationship Selling", 3rd edition, Mark W. Johnston / Greg W. Marshall (2009)	3	M2

Langue:

Anglais

Objectifs:

- Mastering the basics of project management methods
- Mastering the basics of team project management
- To be able to participate / pilot a project
- To be able to manage a team project

Contenu:

This managerial course focuses on the main methods and standards about project management as PMI, Prince 2, and AGILE. Then, we increase students' awareness of the team project management by dealing with the organizational aspects of the team building and change management. The course comprises lessons, team work, and readings. Presence in courses is mandatory.

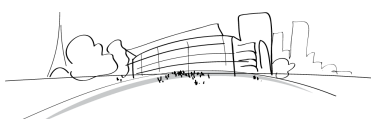
Pré-requis:

Earned Bachelor Degree in Business

Bibliographie:

The textbook for the class will be indicated to the students

Beginning first week of January



Business Process Management and Innovation

M5274G49					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Business Process Management and Innovation	2eme semestre	Organisation	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Christophe Elie-Dit-Cosaque	Continuous assessment + final exam	Option	<ul style="list-style-type: none"> •Redesigning Enterprise Processes for E-Business, by Omar El Sawy, McGraw Hill Higher Education, 2001 •Essentials of Business Processes and Information Systems, Magal, S. R. and Word, J., Wiley, 2009 •Various academic and practitioner articles. 	3	M2

Langue:

Anglais

Objectifs:

Upon completion of the course, the students will be able to:

- Understand how information technologies can be leveraged in order to promote organizational transformations
- Apply business process management principles and methodologies
- To link business process redesign with other organizational initiatives in order to improve organizational performance
- To understand the human, social, political, issues related with the use of IT in organizational change.

Contenu:

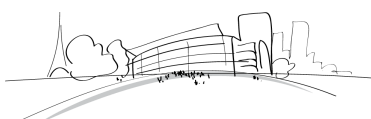
The course introduces the fundamentals of business process management and redesign. It specifically focuses on how information technologies contribute to transforming organizations and improving their performance. Principles of business process management and methods for implementing and managing business process via Information Technologies are examined.

Pré-requis:

Earned Bachelor Degree in Business

Bibliographie:

Beginning in February



Performance management



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G50					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Performance management	2eme semestre	Ressources humaines	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Nicolas Berland	Continuous assessment + final exam	Option	Lectures and discussions.	3	M2

Langue:
Anglais

Objectifs:

This course has to help students to understand and to tackle with issues of modern companies operating in a global market, in relations with financial markets or in charge of complex performance. Based on case studies, the pedagogy is oriented towards managerial problem rather technical ones.

Contenu:

found out the new structural forms adapted to monitor complex performance, go to beyond budgeting to understand how a management control device could become bureaucratic, implement an incentive scheme to enhance performance, manage relationships with financial accountants and use management control systems in a global economy and a culturally diverse world.

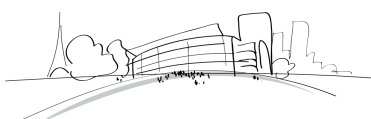
Pré-requis:

Budgeting, costs calculation, balanced scorecards and use of indicators, notions of common structural forms.
earned Bachelor Degree in Business

Bibliographie:

Merchant K.A. et Van des Stede (2003), Management control systems, performance measurement, evaluation & incentives, Prentice Hall.

Beginning first week of January



Global business models



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G51					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Global business models	2eme semestre	Organisation	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Dr. Colette Depeyre	Continuous assessment + final exam	Option	lectures, discussions and case studies	3	M2

Langue:
Anglais

Objectifs:

The course builds on the concept of business model to explore how companies can rethink the way they do business, i.e. how they create and share value. It presents fundamental building blocks for the analysis of business models and anchors them in detailed examples (software industry, e-commerce, on-line media, etc.). New patterns, like unbundling or open innovation, are discussed and some managers invited to speak about their professional practices. Upon successful completion of the course, students will be able to:

- Understand the emergence of the business model concept
- Analyze in depth the business model of a firm
- Map new strategic trends in different industries
- Think creatively about ways to renew a business.

Contenu:

During interactive lectures, students are asked to reflect on the issues through the analysis of case studies. They will deepen their industry knowledge and develop their analytical skills through the writing of a comparative case study. Their debate and presentation skills will also be enhanced by group presentations and their creativity put to the test.

Session 1 04-jan Introduction – Some building blocks - Session 2 09-jan New patterns
Session 3 13-feb The software industry - Session 4 12-mar Market everywhere
Session 5 11-apr Generating business models - Session 6 30-apr Feedbacks from the field
Session 7 07-may Challenge presentations

Pré-requis:

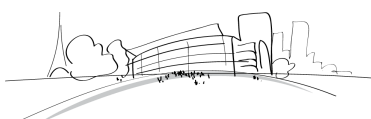
Earned Bachelor Degree in Business

The student needs to be familiar with strategic management concepts and basic tools for economic and financial analysis.

Bibliographie:

Osterwalder Alexander & Pigneur Yves (2010), *Business Model Generation*, John Wiley & Sons. Other recommended books : Wirtz Bernd (2011), *Business Model Management. Design - Instruments - Success Factors*, Gabler Verlag - Johnson Gerry, Whittington Richard & Scholes Kevan (2011), *Exploring Strategy*, Pearson, 9th ed.

Beginning first week of January



Business Intelligence, Knowledge Management and Data Mining



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G52					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Business Intelligence, Knowledge Management and Data Mining	2eme semestre	Organisation	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Dr. Charlotte Fillol	Continuous assessment + final exam	Option		3	M2

Langue:
Anglais

Objectifs:

Business intelligence, data mining and knowledge management are three related and ever-present notions in any business, organization, newspapers or annual reports. In the so-called “society of knowledge”, competitive advantage stems from acquiring, managing and supporting knowledge and its related processes: learning and data mining. Being able to analyze any data and information, to learn from its environment is currently seen as a source of competitiveness. In this context, it seems necessary for any manager or leader to master those notions. This course aims at giving an overview of those concepts: business intelligence, data mining and knowledge management. This class seeks to join both academic and professional approaches through two lecturers with different backgrounds and diverse methodological approaches: lecture, case study, experience sharing and role-play. Current management cannot rely only on feeling and intuition, though managers need data: statistics, graphs, data mining, optimizations, etc. Data Mining is, according to the Massachusetts Institute of Technology, one of the ten technologies with will change the 21st century world. Future manager will for sure need business intelligence. Upon successful completion of the course, the student will :

- understand the challenges of data mining, business intelligence and knowledge management
- be familiarized with management of such projects
- understand the value added of business analytics

Contenu:

1.Introduction to Knowledge Management (KM) – Challenges and reality in organizations 2.KM strategies and project management 3.Teaching aid: role play 4.Teaching aid: Role play 5.Business Intelligence: Overview and Positioning 6.Market Trends and the critical role of BI 7.BI for CRM, Risk, Performance Management Data Mining Future of BI 8.Case study to be determined 9.Overall class

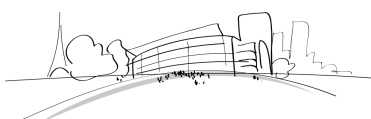
Pré-requis:

Earned Bachelor Degree in Business, Fundamentals of Marketing

Bibliographie:

« **Management Information Systems** », 11th edition, **Kenneth C. Laudon, Jane P. Laudon, (2007) Publisher: Prentice Hall**

Beginning first week of January



Consulting Methods



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G53					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Consulting Methods	2eme semestre	Organisation	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Jean-Marc Ayme	Continuous assessment + final exam	Option	Various academic and practitioners' journal article and case studies will be used for that course.	3	M2

Langue:
Anglais

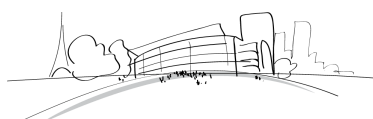
Objectifs:
The objective of the course is to provide an overview of consulting techniques and practices. Students will develop intervention skills in the particular area of Management & Technology

Contenu:
This interactive course is structured around case studies and projects. The key consulting and managerial intervention methods for accompanying contemporary organizational transformations will be covered.

Pré-requis:
Earned Bachelor Degree in Business

Bibliographie:

Beginning in February



Legal strategy



Course material available online
Digital work environment: www.ent.dauphine.fr

M5274G56					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Legal strategy	2eme semestre	Organisation	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Arnaud Raynouard	Continuous assessment + final exam	Option		3	M2

Langue:
Anglais

Objectifs:

Identify the different dimensions of “legal strategies”, how law can relate and/or improve firm performance. Review the impact of the different branches of law on corporate activity. Distinguish “management of legal risk” and “legal management of risk”.

Contenu:

With a view to optimize competitiveness, corporations will, frequently, consider incorporating to a varying degree, aspects of legal systems, legal processes and legal players in their long-term strategic decision making processes. Such an approche implies the interaction of law and firm strategies, the different branches of law, and the understanding of the constraints and the opportunities that regulation poses and offers.

After a first part dealing with the concept of legal strategy and the different approaches to strategy, we shall explore different dimensions of the law that may interact with a firm's performance :

- corporate governance,
- competition and distribution,
- consumer protection,
- international private law and regulatory competition,
- criminal law,
- intellectual property (IP) law.

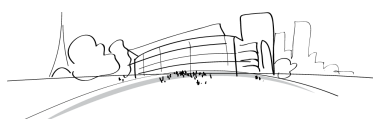
Pré-requis:

Earned Bachelor Degree in Business

Bibliographie:

Legal strategies, How corporations use law to improve performance, Masson and Shariff (eds), Springer 2009

Beginning 1st week of January



Business Unit Manager

M5274G59					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Business Unit Manager	2eme semestre	Organisation	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Jean-François Gagne	Continuous assessment + final exam	Option	.	3	M2

Langue:

Anglais

Objectifs:

The objectives are to help student understand in practice the keys for making decisions as business unit managers. The course offers:

- Keys for understanding the missions and activities of the manager in the daily operations of companies ;
- Understanding of what contributes to management value creation and the quality of his/her actions and decisions.
- Concrete management practices used in companies.

Contenu:

The course first presents the fundamental parameters in the missions and activities of managers. Then it emphasizes the environmental variables and personal variables in order to understand in greater depth the different ways of managing companies. The course sessions are the following :

- Session 1. Defining and transmitting the objectives of one's Business Unit.
- Session 2. Piloting and evaluating the performance of the Business Unit.
- Session 3. Interacting within one's business Unit.
- Session 4. Promoting and contributing to change.
- Session 5. Managing one's career and helping collaborators to do so.
- Session 6. Contextual variables impacting managerial action.
- Session 7. Personal variables impacting managerial action

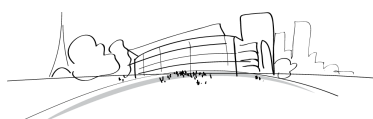
Pré-requis:

Earned Bachelor Degree in Business

Bibliographie:

Will be mentioned prior the first session

Beginning 1st week of January



Auditing and Risk Management

M5274G54					
Intitule	Semestre	Matière	Horaire hebdomadaire	Durée semaines	DFR
Auditing and Risk Management	2eme semestre	Management	3h	7	MSO
Responsable	Evaluation	Statut	Nature	Crédit ECTS	Année
Olivier Charpateau Frédéric Cordel	Continuous assessment + final exam	Option	.	3	M2

Langue:
Anglais

Objectifs:

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

- understand the concept of risk
- understand the general panorama of risk management
- understand the different approaches of risks in firms

Contenu:

Following the course, the student will be able to:

- prepare a risk management plan
- identify the different norm compliant with the job
- integrate a risk management or an internal control team

Topics:

- risk and strategy
- risk management and internal control
- norms and methodology of risk management and internal control
- risk and process, risk cartography
- risk management and human factors

Pré-requis:

Earned Bachelor Degree in Business

Bibliographie:

Will be mentioned prior the first session

Beginning on 9th January

