

BBA Programme EMLYON

Year 3 (courses taught in English)

Syllabus BBA EMLYON – Information systems

This module offers theoretical knowledge about the main approaches in Information systems. The objective of this course is to discover issues connected to the development and integration of Information Systems and Technologies. Through the study of different systems, the course will provide elements about the following themes: information systems development methods, systems integration concepts and methods.

Syllabus BBA EMLYON – Management Control

The management controller has a role of helping to monitor and manage performance. The management controller's role is to help decision makers (the Management and operational management) to make decisions coherent with the organization's objective.

In this perspective, this course will help to:

- Understand the objectives and principles of monitoring and managing performance and of budget controlling;
- Acquire and being able to implement monitoring and management tools (cost analysis, budget and tables).

Syllabus BBA EMLYON – Cross Cultural Management

The main objectives of this elective are the following ones:

- To provide an in depth understanding of the concept of culture (through anthropological and historical approaches).
- To provide an original analysis grid of the different national cultures.
- To supply an in depth understanding of some cultural features related, in particular, to friendship, conversation, to develop an awareness to perceive values and meanings in different cultures.
- To prepare the students to adopt adequate behaviors when they are confronted to other cultures.

Syllabus BBA EMLYON – Strategy

Strategy is by definition both broad in its scope and integrative of all other required courses. The focus is on top management decisions relating to the external environment (competition, stakeholders, or industry trends) and internal issues (control systems, corporate structure, leadership and culture, and resources and competencies).

The course provides tools and concepts that will help students manage complexity and take better decisions, integrating three different levels of analysis: 1) the external environment/industry level, 2) the business level and 3) the corporate level.

Syllabus BBA EMLYON – International Business Management

This course combines several perspectives, namely Strategic Management, International Business & Innovation studies, thereby addressing the ongoing debate about global capabilities and strategies in emerging countries. We shall focus on firms' strategies across nascent yet fast developing industries such as banking, insurance, retail, etc. by discussing and analyzing case studies from large emerging markets.

Syllabus BBA EMLYON – International Business Law

Today, executives and managers are faced with the legal structure of business transactions in France and abroad.

This program helps to acquire a general knowledge of the rules in purchasing law.

In particular, it offers participants preventive methods to protect themselves during sales negotiations and when drawing up sales contact.

The aim of this program is to introduce and explore the main rules governing professional relationships between the purchaser and the seller, within the internal law and the international law.

Syllabus BBA EMLYON – Financial Accounting

This course provides the students with the skills necessary to interpret financial statements. At the end of this course, the student is able to:

- Analyse financial statements and understand the strategic effects of some reporting decisions;

- Analyse the equity structure of the firm as for example in the case of the creation of a new corporation and the issue of new equities;
- Write cash flow statements and analyse them;
- Analyse the process of firm consolidations;
- Understand the effects of the international accounting rules IAS/IFRS.

Syllabus BBA EMLYON – Marketing

This elective is designed for BBA students who wish to learning marketing.

This course aims at establishing a distinction between:

- on the one hand, general concepts and methods applying independently of any geographical area,
- and on the other hand, B2B marketing concepts.

Syllabus BBA EMLYON – Human Resources Management

This course provides students with an understanding of the key issues in Human Resource Management. We will adopt the perspective of an operational manager who has to work in an organization, managers and subordinates. In this context, it is more and more each manager's responsibility to take decisions regarding HRM issues such as recruitment, expatriation, training and compensation in line with the strategy of the firm. The course will focus mainly on case studies of HRM practices in different countries. You will also hear several testimonies from HRM executives working.

Syllabus BBA EMLYON – Career development

This seminar aims at enabling each participant to develop its leadership talents, at maturing and progressing as well as on a personal basis than on a professional one. The training is based on the acquisition of steps which will allow participants to progress and contribute to the development of their colleagues. It is a question of learning how to manage oneself in order to continue to progress after the BBA.

Year 4 (courses taught in English)

Syllabus BBA EMLYON – Formalizing and entrepreneurial project

This module allows those who want to develop their knowledge about entrepreneurial processes and to take position towards their own entrepreneurial objectives, while developing a posture of entrepreneur through the writing of specialized documents such as a Business Plan. This module develops a posture of risk taking, responsible behaviours and a creative and different perspective.

Syllabus BBA EMLYON – Corporate governance

The objective of this course is to explain in a simple way the evolutions of shareholders, to describe the control mechanisms used by directors in the world (stock options, boards etc.) and to provide a critical perspective on the limitations of this metamorphose in order to anticipate future modifications of governance in business.

Syllabus BBA EMLYON – Professional project

This seminar uses a personal development process that allows each participant to develop its leadership talent. It offers the opportunity to know one self better and to develop both as an individual and as a professional. The training is structured around debates and propositions of processes that would favour personal change while respecting each person's style. Participants will be able to use the methods they will have experienced after the course and contribute to the development of their colleagues.

Syllabus BBA EMLYON – Strategy

The objectives of this course are to focus on some key strategic issues that large companies must face. The international dimension will be at the core of the topics studied due to the international scope of these firms. For instance, some strategic operations as cross-border mergers and acquisitions, international alliances, or international expansion will be studied. Another key component of this course will be to consider the organizational and managerial dimensions of these strategic decisions implementation.

Syllabus BBA EMLYON – Normalization/Quality/Processes

Quality, delays, costs, service are the main expectations of customers. How is it possible to satisfy so many expectations while still answering the need for profitability? Competition is strong in the industrial sector. The

objective of this course is to study the approaches and tools of management control that, within this context, companies mobilize in order to improve their performance and acquire sustainable competitive advantages.

This course aims at understanding basic concepts of an improvement process of quality through the discovery and practice of the PDCA (Plan-Do-Check-Act) method, which is a method that helps solve problems connected with the Total Quality Management.

Syllabus BBA EMLYON – Operations management

The objective of this course is to:

- Present a panorama of the different activities related to operations management (stock management, production planning, operations management, industrial organization).
- Locate these activities as they relate with other activities in the company.
- Present main problems, concepts and tools of operations management (management of flows, fitting between tasks and capacity, operational flexibility management...).

Syllabus BBA EMLYON – Supply Chain

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. This course considers the operations from a managerial perspective. We will consider key performance measures of operations (productivity, quality and response time) as well as important concepts for improving the performance of operations along these dimensions.

Syllabus BBA EMLYON – Financial Diagnosis and Introduction to Corporate Finance

The course is aimed at students who wish to be able to evaluate the performance and prospects of firms based on publicly available data. The course will focus on the work of the financial analysts, either working from the shareholder's side or the creditor's side.

Also, the goal of this course is to give students fundamental tools to analyze companies within different dimensions. The finance structure of the company, its valuation and the different financial instruments with which it raises capital are some examples of the critical knowledge presented to students. A particular link with capital markets is going to be stressed in this course.

Syllabus BBA EMLYON – Management Control

The objective of the course is to understand how control systems provide information that allow managers to take decisions that are coherent with the company's strategy. The module allows students to determine what the right cost determination method is according to the decision that has to be made. It also allows them to build and articulate provisional budgets and to measure and analyse gaps with previsions in order to take corrective actions. Finally, the module helps measure performance through financial and non financial measurement tools.

Syllabus BBA EMLYON – Accounting and Fiscal law

The main objective of this course is to allow participants to answer a few important accounting issues in order to:

- Improve their knowledge about the content of financial statements published in France,
- Help them prepare for other accounting courses (mergers and acquisitions).

This course also presents the main elements of the French fiscal system. Fiscal elements of persons and organizations regarding elements such as taxon added value, of industrial and commercial profits, corporate taxation and income taxation.

Syllabus BBA EMLYON – Marketing B to C

The course is dedicated to understanding the main tools of communication, branding and relationship marketing. The course will critically assess the consequences of marketing and the stakes faced by companies when confronted with contemporary markets.

Syllabus BBA EMLYON – International Business

This course allows to explain the Incoterms (International Commercial Terms) and their involvement. This course is designed to give students a look at the day-to-day side of doing business across international borders. It will focus on the whys, the hows and the structures of global international business.

Syllabus BBA EMLYON – International Negotiation

Whether you are negotiating a strategic alliance with potential business partners or arranging a corporate take-over: the complexities of today's global business environment dictate the need to have solid negotiating skills. This intensely interactive program will help you to develop your negotiation ability. Through extensive video feedback, you will assess the effectiveness of your negotiating behaviour, non-verbal as well as verbal. A special interest will be laid on the intercultural dimension of negotiations.

Syllabus BBA EMLYON – International HRM

The objective of this course is to enable participants to understand the main stakes involved with HRM and its different activities (recruitment, training, career management...) and to compare them internationally. Managers from HR departments will participate in sessions of this course. Participants will also have to do a group work that will allow them to study in detail practices of companies of their choice. This course will allow them to broaden their network and develop their knowledge of companies they are particularly interested in.

Syllabus BBA EMLYON – Change Management

Following previous elements brought by the organizational behaviour course, this course will try to study in detail elements related to collective aspects within an organization during a process of change. As future HR managers, you will constantly be solicited in order to deploy tools, elaborate action plans in order to conduct change management inside your company. In order to be a good manager, in general, it is essential to be able to understand what is happening in a constantly changing context. As a manager in charge of HR, you will have to find ways to sensitize, reassure and engage operational managers and guarantee the sustainable implementation of change. This course will provide you with elements about processes of collective resistance to change, connected to social and cultural aspects within organizations.

Syllabus BBA EMLYON – Leadership and Team management

This course is designed for students who would like to develop a more thorough understanding of leadership as an influencing process. We will discuss theoretical bases of leadership, and a large part of this course will be dedicated to the current state of the art regarding behavioural sciences connected to this process. We will rely on empirical works from different fields (notably applied psychology and behavioural economics) in order to understand what efficient leadership is and the obstacles inherent to this process. We will discuss questions and ethical issues connected to leadership and notably the question of power.

Syllabus BBA EMLYON – Managing Complex Projects

This course has two objectives: helping to understand and master the elements that allow to analyse an entrepreneurial or development project. By the end of the course students should have developed an expert competency of the analysis of projects. Tools and methods that are introduced will also allow, once the limits of a project have been identified, to offer possible improvements of a project in order to make it more solid.

Syllabus BBA EMLYON – Operations management

The objective of this course is to:

- Present a panorama of the different activities related to operations management (stock management, production planning, operations management, industrial organization).
- Locate these activities as they relate with other activities in the company.
- Present main problems, concepts and tools of operations management (management of flows, fitting between tasks and capacity, operational flexibility management...).

Syllabus BBA EMLYON – Digital Marketing

This course is dedicated to the digital marketing. Its goal is to give the students the main tools to apprehend the role and consequences of internet marketing. The course provides a series of strategic frameworks for managing marketing strategies in the digital marketplace. The emphasis is on the development and application of conceptual models which clarify the interactions between competition, patterns of technological and market change, and the structure and development of internal firm capabilities.

Syllabus BBA EMLYON – Consumer Behaviour

We live in a consumer society in which consumption plays a key role. Hence, everyone is presently a consumer and the practices of buying and consuming seem obvious. This course aims at deconstructing the blackbox of consumption and at understanding the main concepts of consumer behavior.

Syllabus BBA EMLYON – Marketing BtoC

The course is dedicated to an understanding of the main tools of communication, branding and relationship marketing. The course will critically assess the consequences of marketing and the stakes faced by companies when confronted with contemporary markets.

Syllabus BBA EMLYON – Life Science & Health Care Evolution

This specialization course will allow students to know and apprehend the Life Science and Health Care world. Therefore, many practitioners from this sector will participate in the sessions in order to share their experiences in this field.

Syllabus BBA EMLYON – High-growth companies

This objective of this specialization course is to allow students to discover the environment of companies with a very important growth. They can be start-ups, companies with an intermediary size or SMEs.

Syllabus BBA EMLYON – Public Management

Facing a stronger demand from citizens, government-owned companies have been trying, for a few years, to introduce more transparent management methods. Given this context, the course questions the interest of such an evolution, but also the limitations of an evaluation based on measuring the performance of government-owned organizations. This course is based on case studies and/or articles or presentations.

Syllabus BBA EMLYON – Digital companies

The rise of internet and its generalization has profoundly modified the markets. Hence, companies need to integrate more and more digital tools. Consequently, companies are becoming digital. The course touches upon the specificities of digital companies and outlines the strategic and operational consequences of such modification.

Syllabus BBA EMLYON – Hospitality Management

Hospitality is a key element of contemporary economies and contributes heavily to the growth of many countries. The objective of the course is to give the students the main elements about the management and marketing of hospitality.

Syllabus BBA EMLYON – Industry and Design

The objective of this course is to associate the industrial world with the design one. The idea is to help realize the potential of innovation in industries, and their role in an innovation strategy. The objective is also to talk about the issue of the management of innovation in industrial activities.