



# IPAC

# SCHOOL OF MANAGEMENT

APPRENDRE & ENTREPRENDRE

## BACHELOR EN MARKETING ET COMMUNICATION *BACHELOR IN MARKETING AND COMMUNICATION*

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## I. GENERAL PRESENTATION

### • IPAC School of Management

**Created in 1984**

**6 campuses: Annecy, Ville-la-Grand, Chambéry, Albertville, Cluses, Geneva.**

**1 400 students** studying at Bachelor or Master level, with 700 in Annecy

**4 000 alumni.**

**IPAC is a State-recognised school.**

The State can relieve its public service obligations to recognised institutions, after validating their level. It officially attests the institution's value.

So IPAC:

- Can welcome lecturers coming from public institutions,
- Can welcome students with national scholarships,
- Can have recognised degree,
- Is bind to the study programmes and schedules declared when looking for recognition,
- The faculty is validated by the Ministry of National Education,
- Teaching Inspection is the same as in public schools.

(Source : « Les établissements Privés d'Enseignement Supérieur » Pierre-Henri PRELOT)

**IPAC has more than 40 foreign partner universities,** mainly within the ERASMUS network.

**IPAC has very close links with local and national companies.**

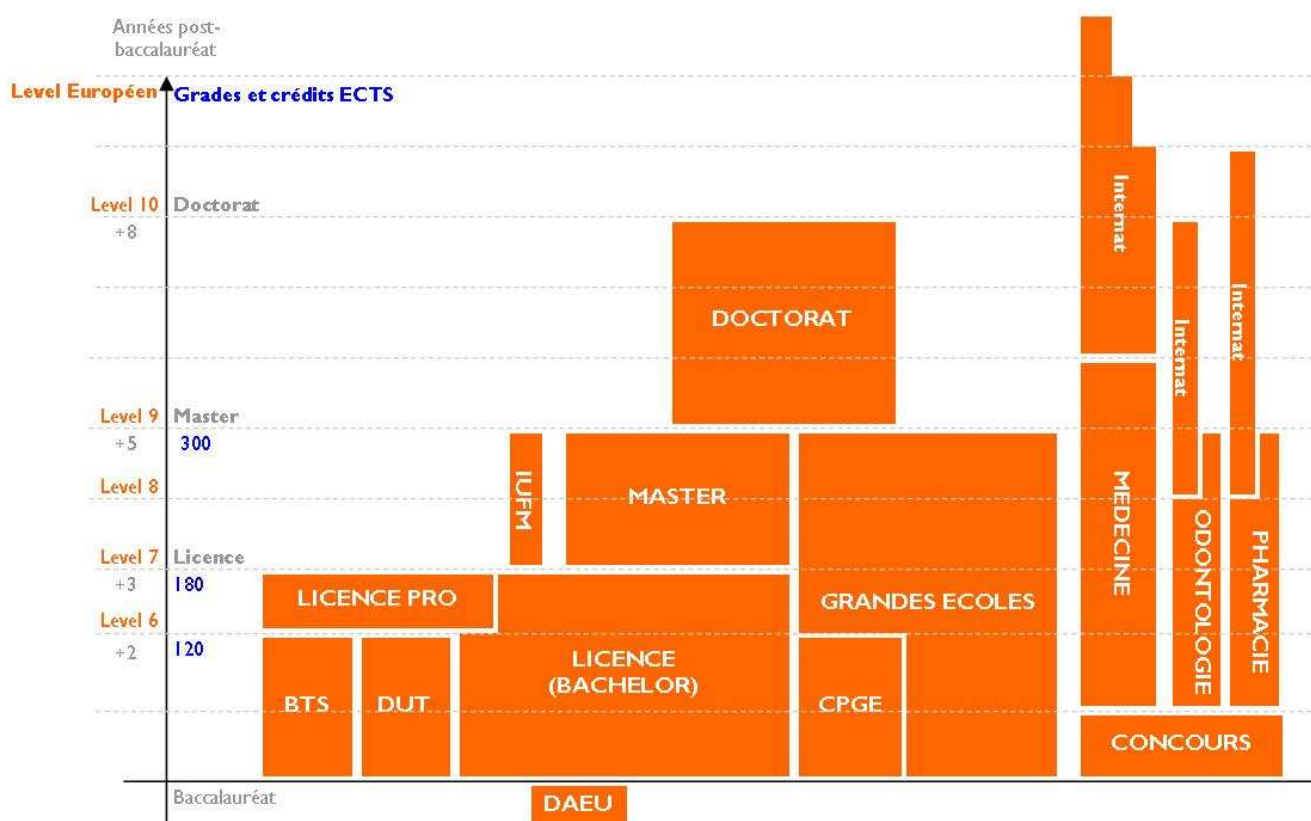
**In March 2003, IPAC has obtained ISO 9001 certification, version 2000.**

(ISO : International Organisation for Standardization)

This certification is delivered by an institution (ex : BVQI for Bureau Veritas Quality International) for organisations (company, association, administration) that have a quality system that complies with international standards.

IPAC has defined its own field (education), its scope and quality standards. The certification is delivered by an independent organisation. A certification follow-up is organised every semester and a general examination must be retake every 3 years.

- **French higher education system**



\*Années post-baccalauréat = number of years after Baccalauréat (examination after secondary school, necessary to follow higher education)

Level Européen= European level

Grade et credits ECTS = ECTS credits and ECTS grades

Licence (Niveau II) – Master (Niveau I) – Doctorat = Bachelor (Level II) – Master (Level I) - Doctorate

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### **Top-up Bachelors (Level II – Top-up bachelor in 1 year after 2 validated years of higher education)**

Bachelor en Marketing et Communication / *Bachelor in Marketing and Communication*

Bachelor en Tourisme / *Bachelor in Tourism*

Bachelor en Ressources Humaines / *Bachelor in Human Resources*

Bachelor en Marketing et Communication, spécialité Bancassurance / *Bachelor in Marketing and Communication, speciality Banking and Insurance*

Bachelor en Marketing et Communication, spécialité Immobilier / *Bachelor in Marketing and communication, speciality Real Estate Management*

Bachelor in International Business Studies with Marketing

### **Bachelors (Level II – 3-year programme)**

Bachelor en Management et Gestion des Entreprises OPEN / *Bachelor in Management and Business Administration OPEN*

Bachelor en Management et Gestion des Entreprises, spécialité International / *Bachelor in Management and Business Administration, speciality International*

Bachelor en Management et Gestion des Entreprises, spécialité Tourisme / *Bachelor in Management and Business Administration, speciality Tourism*

Bachelor en Management et Gestion des Entreprises, spécialité Gestion de Patrimoine / *Bachelor in Management and Business Administration, speciality Wealth Management*

## **Master level (Level I – 2-year programme after 3 validated years of higher education)**

Manager du Développement Commercial et Entrepreneuriat, spécialité International / *Manager in Sales Development and Entrepreneurship, speciality International*

Manager du Développement Commercial et Entrepreneuriat, spécialité Tourisme / *Manager in International Sales Development and Entrepreneurship, speciality Tourism*

Manager des Ressources Humaines / *Manager in Human Resources*

- **Rules and procedures**

### **ARTICLE 1 – HEALTH AND SAFETY**

1. No smoking indoor
2. No food or drinks in class rooms
3. Speed limit in the car park is 10 km/hour
4. In case of emergency, use the emergency exits at each end of the building. See evacuation plan displayed at each floor

### **ARTICLE 2 – SCHEDULE**

1. Class hours: 8:15am - 12am 1:30pm – 5:15pm
2. No lateness or early departure from class allowed. The break lasts 15 minutes and must be respected.
3. IPAC is open from 7am until 7pm. After 5.30 pm students studying at IPAC are asked to do so in the rooms allocated so that cleaning service can go on.

### **ARTICLE 3 – WORKING CONDITIONS**

1. No students allowed in the copy room or staff rooms. For support, students must refer to the concerned lecturer
2. It is strictly forbidden to copy software installed on IPAC computers
3. It is strictly forbidden to move computers or other IT tools from one room to another
4. Access to fax, telephone, and copy machine is available on request. You can buy cards at the reception desk.
5. IPAC resource center is on-line, and called Cyberlibris. All students will be given an access code when starting classes.

### **ARTICLE 4 – RULES**

1. Classes are compulsory. All delays and absences must be justified.
2. Grading system by semester
3. All student work that is not hand in on time will be graded with a 0/20 grade
4. Absence: Students must collect documents from the course leader and get informed of contents of classes missed. Students who have missed an examination will have to register directly to the retake session to sit their exam.
5. Tests and exams rules: no speaking allowed. Any exam fraud will be discussed by the course leader and lead to a 0/20 grade
6. Dressing code: Correct dressing is required. Ostentatious religious sign is prohibited

- **Bachelor en Marketing et Communication**

The objective of the *Bachelor en Marketing et Communication* is for the students to complete the academic knowledge and succeed in entering the job market. At the end of this programme, graduate students will validate the RNCP degree, Level II “[Responsable du développement d’unité commerciale](#)” / Business unit manager (code NSF 310n)

The *Commission Nationale de la Certification Professionnelle* / National Commission of Vocational Certifications (CNCP) is associated with the Ministry of Labour.

The Commission draws up the *Répertoire National des Certifications Professionnelles* / National Register of Vocational which registers all degrees and diplomas in France.



The CNCP is also in charge of creating the evaluation procedure for programmes. After this evaluation, the Ministry of Labour will decide if the programme will be registered on the RNCP or not. This will give national recognition for the level of the qualification (Level I = master level; Level II = Bachelor level; Level III = Higher certificate).

- **Certified skills**

The Business Unit Manager is in charge of managing, animating, developing a business unit of different types: a sole selling point or belonging to a network, a sector, a service or department within a company.

In any case, the business unit manager is working in the selling process of products and services of the company:

- or in the selling step, that he does alone, with autonomy, according to the general policy implemented by the company;
- or in the animation and sales team management step, doing sales and after sales service;
- or in the production of services: Buying – Production (ex: recruitment for a client within a recruitment company) – Sales administration

It appears that more and more graduates are in charge of two or three of these steps in a job position named “Project manager”.

- **Job positions**

Main Jobs or positions for the “Business Unit Manager” graduates  
“Fiches ROME” and number associated (National references)

Related jobs:

- M 1707 – Selling strategy : Sales manager
- D 1301 – Retail shops management : Retail shop manager
- M 1302 – Management of small and medium enterprise: Sales manager and Business unit manager
- E 1404 – Advertisement development and promotion : Project manager
- M 1704 – Customer relationship management : Clients manager

Extracts from the APEC (National agency for executives) descriptors for Product Managers or Sales Manager

[http://cadres.apec.fr/MarcheEmploi/FichesApec/Metiers/ApecViewListeReferentiels.jsp?delia=currentTopic\\_TOP\\_8211motHerTopic\\_TOP81487](http://cadres.apec.fr/MarcheEmploi/FichesApec/Metiers/ApecViewListeReferentiels.jsp?delia=currentTopic_TOP_8211motHerTopic_TOP81487)

## 2. COURSE STRUCTURE

- **Application procedure**

Candidates must have validated 2 years of higher education or equivalent or 120 ECTS.

Candidates can also enter the programme through a V.E.S. (*Validation des Etudes Supérieures*) Validation of Higher Education or V.A.P. (*Validation des Acquis Pédagogiques*) Validation of Academic Knowledge.

- **Admission procedure**

Application form + motivation interview + English test according to the CEFR (Common European Framework of Reference for Languages)

- **Registration procedure**

Return the final enrolment form with the necessary documents

## 3. CONTINUATION

Master in sales, international development, marketing, management

## 4. GENERAL INFORMATION

Level of the degree : Level II, degree obtained after the completion of 3 or 4 years of higher education

Programme length : 2 semesters

This programme can be followed as a full-time programme

This programme can be followed as a part-time programme

This programme can be followed as a distance-learning programme

This programme can be followed as a *Validation des Acquis de l'Expérience* (Validation of Gained Experience)

## 5. USEFUL INFORMATION

- **Course leaders and contacts**

Bachelor en Marketing et Communication course leaders: [info@ipac-france.com](mailto:info@ipac-france.com)

- Annecy campus: Sylvain VAILLAUT / 42 Chemin de la Prairie 74000 ANNECY / 04 50 45 13 91
- Chambéry campus: Stéphanie PERRIN / 44 Rue Charles Montreuil 73000 CHAMBERY / 04 79 69 65 91
- Ville-La-Grand campus: Sophie HAUTOBOIS / 15 Rue Montréal 74100 VILLE LA GRAND / 04 50 37 14 32
- Albertville campus: Emilie METRAL / 542 Rue Louis Armand 73200 ALBERTVILLE / 04 79 37 14 01

## 6. PROGRAMME

- List of subjects

Subjects	ECTS credits	Workload	Study unit coordinator
<b>MARKETING AND SALES STUDY UNIT</b>	<b>16</b>	<b>480H</b>	<b>Véronique Anthonioz - Charcusset</b>
Operations communication	2	60	
Strategic marketing	2	60	
Distribution	2	60	
Advanced negotiation	2	60	
Communication strategy	2	60	
Market studies	2	60	
International development	2	60	
Customer relationship management	2	60	
<b>MANAGEMENT STUDY UNIT</b>	<b>6</b>	<b>180H</b>	<b>Hakime Mokrane</b>
Negotiation	2	60	
Inter-professional communication	2	60	
People and organisation management	2	60	
<b>ADMINISTRATION AND FINANCE STUDY UNIT</b>	<b>6</b>	<b>180H</b>	<b>Olivia Bestenti</b>
Budgetary control	2	60	
Financial analysis tools	2	60	
Business planning and forecasting	2	60	
<b>LAW STUDY UNIT</b>	<b>6</b>	<b>180H</b>	<b>Naima Yassin</b>
Labour law	2	60	
Company legal framework	2	60	
Business law and taxation	2	60	
<b>LANGUAGES AND CULTURE STUDY UNIT</b>	<b>8</b>	<b>240H</b>	<b>Françoise Argoud and Chrystel Ginet</b>
English	4	120	
Web and graphic design	2	60	
IT tools for managers	2	60	
<b>PROJECTS STUDY UNIT</b>	<b>18</b>	<b>800H</b>	
Internship	10	550	
Professional project	4	220	
Marketing case study	1	8	
Management case study	1	8	
Finance case study	1	8	
Law case study	1	6	
<b>TOTAL</b>	<b>60</b>	<b>2060H</b>	

## MARKETING AND SALES STUDY UNIT

### OPERATIONS COMMUNICATION

Number of ECTS credits: 2 ECTS

Number of hours: 60 hours (22h in class+38h personal work)

Assessment: 1 multiple choice questionnaire (40%) + marketing case study (60%)

Dates: Semester 5 or 6

Language: English

Learning outcomes:

By the end of the module the student should be able to:

- Know the concepts, tools and necessary processes to design a brief and a communication action plan and other plans: sales promotion, event communication, public relations, direct marketing, web marketing, graphic-packaging communication, design communication

By the end of the module the student should have the skills to:

- Prepare and implement an action plan, be able to write a brief, a copy strategy, a creative working plan
- Evaluate a creation. Write a media strategy, support plan and campaign programme.
- Measure advertising efficiency
- Write a brief and present a promotion selling plan, event communication, public relations, direct marketing, graphic-packaging communication, design communication
- Write a mailing, e-mailing, a newsletter, a report and a press release, a promotional offer, selling-point information...
- Write texts and selling documents, with a language adapted to the target.

Programme :

Creativity – Advertising – Direct marketing – Public relations – Sponsoring – Workshops and shows – Sales promotion – Mobile marketing – Design communication

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Bibliography :

*Marketing Management* – Kotler-Keller-Manceau-Dubois – 13th edition – Editions Pearson Education

*Mercator, théories et nouvelles pratiques du marketing* – Lendrevie-Lévy-Lindon – 9th edition – Editions Dunod

*Pentacom : Communication : théorie et pratique* - Philippe Malaval, Jean-Marc Décaudin, Christophe Benaroya

*Publicitor : Communication 360° off et on line* - Jacques Lendrevie, Arnaud de Baynast, Catherine Emprin - Editions Dunod

*Les plans marketing, comment les établir ? comment les utiliser ?* - Malcom Mc Donald – Editions De Boeck

### STRATEGIC MARKETING

Number of ECTS credits: 2 ECTS

Number of hours: 60 hours (22h in class+38h personal work)

Assessment: 1 multiple choice questionnaire (40%) + marketing case study (60%)

Dates: Semester 5 or 6

Language: French

Learning outcomes:

By the end of the module the student should be able to:

- Know the missions, activities and organisation of a marketing department.
- Know the different marketing plans
- Know marketing strategy and planning

- Know the total marketing approach, the vocabulary and the concepts linked to the definition and the implementation of a marketing and sales strategy (SWOT analysis and diagnostics, segmentation, targeting, positioning, marketing strategies, operational marketing plan, controlling).
- Know the concepts related to portfolio management and product launch
- Know the concepts related to controlling the marketing activity

By the end of the module the student should have the skills to:

- Implement the sales and marketing strategy for a selling point or a distribution network
- Understand the missions, roles and activities of each member of the sales and marketing department
- Understand the different levels of decision and marketing planning
- Understand how a marketing plan is designed according to the market, brand or product
- Understand how a marketing audit and a SWOT analysis are done, apply those methods for the business center and Identify which information are relevant for the sales and marketing direction.
- Understand how are defined driving elements in the marketing strategy, the objectives, the positioning, the brand policy, the relationship policy and the main element of the mix
- Optimise and make profitable the profit center implementing strategic decisions. Propose annual plans or programmes for each component of the marketing mix
- Manage a client portfolio and product launch
- Control the efficiency of the marketing and sales plan in order to give an optimise report to the sales direction

*Programme :*

Marketing and strategic planning – Strategic diagnostic – Strategy – Action plans

*Bibliography :*

*Marketing Management* – Kotler-Keller-Manceau-Dubois – 13th edition – Editions Pearson Education

*Mercator, théories et nouvelles pratiques du marketing* – Lendrevie-Lévy-Lindon – 9<sup>th</sup> edition – Editions Dunod

## **DISTRIBUTION**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + marketing case study (60%)

*Dates:* Semester 5 or 6

*Language:* English

*Learning outcomes:*

By the end of the module the student should be able to:

- Know the concepts and tolls linked to the choice, the development, the animation of a distribution channel
- Know the merchandising, trade marketing and category management methods
- Know tools and concepts linked to retail and bulk sales management, and the distributor's marketing mix
- Know the methods to implement a distribution plan
- Know the concepts and tools linked to organisation of flows, implementation of an integrated supply chain

By the end of the module the student should have the skills to:

- Chose, develop and animate distribution networks
- Build long-term and efficient relationships with its channel
- Master merchandising, trade marketing and category management methods to help and advise sales teams and optimise the profitability of the business unit
- Propose a distribution action plan
- Participate in the implementation of a supply chain strategy in order to optimise the distribution costs
- Know the multichannel network approach

*Programme :*

Chose and lead distribution channels – Chose and put in place distribution channels – Strategic supply chain

*Bibliography :*

*Marketing Management* – Kotler-Keller-Manceau-Dubois – 13th edition – Editions Pearson Education

*Mercator, théories et nouvelles pratiques du marketing* – Lendrevie-Lévy-Lindon – 9th edition – Editions Dunod

*Le guide du merchandising* – Jacques Dioux – Editions d'Organisation 2003

*Le Merchandising* – Alain Wellhoff, Jean Emile Masson – Editions Dunod

*Le Category Management* – Serge Cogitore – Editions Dunod

*La distribution : Stratégie des groupes et marketing des enseignes* – Jacques Dioux, Marc Dupuis – Edition Pearson Education

*Supply Chain Management Créer des réseaux à forte valeur ajoutée* – Martin Christopher – Edition Pearson Education

*La logistique globale et le Supply Chain Management : Enjeux, principes, exemples* - Philippe-Pierre Dornier, Michel Fender – Editions Eyrolles

## ADVANCED NEGOTIATION

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + marketing case study (60%)

*Dates:* Semester 5 or 6

*Language:* French

*Learning outcomes:*

By the end of the module the student should be able to:

- Know the selling methods and the different selling plans
- Know the job of buyer and its issues in order to better negotiate
- Know the phone selling and negotiation methods
- Know difficult negotiation situations and useful techniques to face them
- Know the price fixing techniques

By the end of the module the student should have the skills to:

- Sell, negotiate, understand the job of buyer and its issues in order to adapt its selling and negotiation techniques
- Sell and negotiate on the phone
- Answer to objections
- Fix and defend a selling price, keeping a good relationship with the client

*Programme :*

Selling – Buying process – Sell and negotiate on the phone – Answer to objections – Price fixing

*Bibliography :*

*La négociation acheteur/vendeur* - Yves Lellouche et Florence Piquet - Editions Dunod

*Gagner de nouveaux clients* - F.Vendeuvre et Philippe Baupré - Editions Dunod

*Vendre et négocier avec les grands comptes* - F. Vendeuvre et Th. Houver - Editions Dunod.

*La négociation commerciale en pratique : Prix DCF Paris 2009* - Patrick David - Editions Eyrolles.

*Vendre et fidéliser : Vente en entreprise & vente aux particuliers* - Benjamin Rousseau - Insep Consulting

*Téléphoner : l'art et la manière : Pour un service attentionné* - Didier Noyé - Insep Consulting

*L'art de négocier avec la méthode Harvard* - Maurice-A Bercoff - Editions Eyrolles.

*Méthodes et astuces pour... mieux négocier* - Richard Bourrelly - Editions Eyrolles.

*Vaincre les objections des clients : Techniques de réfutation et réponses aux 50 objections les plus fréquentes* - Michaël Aguilar - Editions Dunod.

## COMMUNICATION STRATEGY

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + marketing case study (60%)

*Dates:* Semester 5 or 6

*Language:* English

*Learning outcomes:*

By the end of the module the student should be able to:

- Know the concepts, tools and process related to the communication strategy and planning
- Know the different types and process of communication
- Know the role of the agency and the advertiser
- Know the concepts related to brand strategy, brand management and brand capital

By the end of the module the student should have the skills to:

- Convey the communication objectives and strategy to one or several selling points in a network. Do a link between marketing plan and communication plan
- Design, manage and present B to C and B to B strategy and communication plan
- Define a communication target, fix communication objectives, write the message, select channels, define a communication budget according to general objectives
- Draw a communication mix: optimise the combination of the mix and broadcast the message
- Measure results
- Select and work with an agency
- Understand the design of a brand strategy. Manage brands and develop brand capital

*Programme :* APPRENDRE & ENTREPRENDRE

Context and communication techniques – Branding and brand management – Communication planning

*Bibliography :*

*Marketing Management* – Kotler-Keller-Manceau-Dubois – 13th edition – Editions Pearson Education

*Mercator, théories et nouvelles pratiques du marketing* – Lendrevie-Lévy-Lindon – 9th dition – Editions Dunod

*Pentacom : Communication : théorie et pratique* - Philippe Malaval, Jean-Marc Décaudin, Christophe Benaroya

*Publicitor : Communication 360° off et on line* - Jacques Lendrevie, Arnaud de Baynast, Catherine Emprin - Editions Dunod

*Les plans marketing, comment les établir ? comment les utiliser ?* - Malcom Mc Donald – Editions De Boeck

## MARKET STUDIES

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + marketing case study (60%)

*Dates:* Semester 5 or 6

*Language:* French

*Learning outcomes:*

By the end of the module the student should be able to:

- Know the steps to follow to create a market study. Know the main fields and methods for marketing forecasting

- Know the theories and concepts related to consumer behaviour and clientele behaviour in order to build an offer more interesting than competitors' and reach selling objectives

By the end of the module the student should have the skills to:

- Understand why and how designing market studies and how doing market watching
- Use forecasting methods in marketing
- Know the mechanisms of consumer behaviour in order to optimise the relationship with the client, segmentation, offer and marketing policy.

*Programme :*

Marketing studies – Marketing forecasting – Consumer behaviour – The different steps in the buying process

*Bibliography :*

*Marketing Management* – Kotler-Keller-Manceau-Dubois – 13th edition – Editions Pearson Education

*Mercator, théories et nouvelles pratiques du marketing* – Lendrevie-Lévy-Lindon – 9th edition – Editions Dunod

*Etudes marketing, Des études de marché au consumer insight* - François Laurent - Village Mondial

*Techniques d'études de marché*, E. Vernet - Ed. Vuibert

*Le Marketing : études, moyens d'action, stratégie* - D. Lindon, F. Jallat - Editeur Dunod

*Marketing Business to Business Édition 4<sup>th</sup> Edition* - Philippe Malaval, Christophe Bénaroya - Pearson Education

## INTERNATIONAL DEVELOPMENT

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + marketing case study (60%)

*Dates:* Semester 5 or 6

*Language:* English

*Learning outcomes:*

By the end of the module the student should be able to:

- Know the advantages of exporting and the public or private bodies to be in contact with
- Know the different steps to implement an export approach
- Know the techniques to bypass export risks
- Know the documents and necessary steps to import-export

By the end of the module the student should have the skills to:

- Do an export diagnostics and an export business plan, and analyse the feasibility conditions of an export project
- Create and implement export competitive and development strategies
- Create and implement a communication strategy adapted to the cultural environment of the target market
- Manage risks related to exportation
- Analyse export statistics and watching elements and manage a business unit

*Programme :*

Export diagnostic – Export business plan – Export competitive strategy – Export development strategy – Export communication strategy – Import/export risks management – Export scorecards and decision making

*Bibliography :*

*Exporter - Pratique du Commerce International* – Editions FOUCHER (20th edition)

*Gestion internationale de l'entreprise* – Editions DALLOZ gestion

*Marketing International* – Editions DUNOD

*Déjouer les pièges des relations Internationales* – Virginia GUITEL – Editions GERESO

## CUSTOMER RELATIONSHIP MANAGEMENT

Number of ECTS credits: 2 ECTS

Number of hours: 60 hours (22h in class+38h personal work)

Assessment: 1 multiple choice questionnaire (40%) + marketing case study (60%)

Dates: Semester 5 or 6

Language: French

Learning outcomes:

By the end of the module the student should be able to:

- Understand the role of sales, the evolution of this role according to the evolution of marketing
- Know the specific aspects of service marketing and BtoB marketing and its consequence for the sales force
- Know the concepts and necessary tools to implement and manage a sales force
- Know the tools and concepts related to the animation and the control of the sales force or the selling plan

By the end of the module the student should have the skills to:

- Understand the role of sales, the evolution of this role according to the evolution of marketing
- Satisfy and secure the loyalty of profitable clients thanks to the analysis of the client's value, the management of the relationship with the client and to relational marketing. Satisfy the client and be at his service.
- Manage client's relationship (CRM) and database
- Analyse and develop a portfolio
- Understand the specific aspects of service marketing and BtoB marketing and its consequence for the sales force
- Develop and manage a sales force
- Create, manage, animate and control a sales force and a selling plan

Programme :

Sales and marketing mix – Client satisfaction and loyalty – CRM and database – Analyse and develop a portfolio – Services marketing – B to B marketing – Develop your sales force – Sales planning

Bibliography :

*Marketing Management* – Kotler-Keller-Manceau-Dubois – 13th edition – Editions Pearson Education

*Mercator, théories et nouvelles pratiques du marketing* – Lendrevie-Lévy-Lindon – 9th Edition – Editions Dunod

*Les plans marketing, comment les établir ? comment les utiliser ?* – Malcom Mc Donald – Editions de Boeck

*Toute la fonction Commerciale : Savoir, Savoir-faire, Savoir-être* - Marie-Agnès Blanc, Marie-Paule Disquay- Le Gall – Editions Dunod.

*Gestion de clientèles* - Carole Hamon, Pascal Lezin, Alain Toullec - Edition DUNOD

*Gestion et management de la force de vente* - Carole Hamon, Pascal Lezin, Alain Toullec - Edition DUNOD

*Gagner de nouveaux clients, la prospection efficace* – Frédéric Venduvre, Philippe Beaupré – Edition Dunod

*Conquérir de nouveaux clients* – Pascal Py – Edition d'organisation

*Concevoir et piloter un plan d'actions commerciales* – Pascal Py – Edition d'organisation

*CRM, les clés de la réussite* – Pierre Alard, Pierre-Arnaud Guggémos – Edition d'Organisation

*Gestion de la relation client* – Ed Peelen, Frédéric Jallat, Eric Stevens, Pierre Volle – Edition Pearson Education 3th Edition

*Méthodes et astuces pour... Concevoir et piloter un plan d'actions commerciales* – Pascal Py – Edition d'organisation

## MANAGEMENT STUDY UNIT

### NEGOTIATION

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + management case study (60%)

*Dates:* Semester 5 or 6

*Language:* French or English

*Learning outcomes:*

By the end of the module the student should be able to:

- Learn how to prepare and conduct a negotiation interview at national or international level, be able to argue, face objections, master oral communication and listening
- Learn how to manage and coach a sales force

By the end of the module the student should have the skills to:

- Organise the environment for an efficient negotiation approach
- Develop their negotiation skill to improve the relationship and have their project accepted by the company direction and the involved persons
- Manage and coach sales force

*Programme :*

Communicate and persuade – Prepare and lead an interview – Team management and coaching

*Bibliography :*

*L'art de négocier avec la méthode Harvard* - Maurice-A Bercoff - Editions Eyrolles.

*Le coaching efficace des commerciaux* - Pascal DEBORDES – Dunod

*Mieux se connaître pour vendre plus* - Marie-Paule Disquay, Le Gall et Elisabeth Couzon – Editions Dunod

*Le manager minute* – Blanchard K et Johnson S. – Editions de l'Organisation.

*Manager par les objectifs* – Commarmond G. et Exiga A. – Dunod

*La négociation commerciale en pratique : Prix DCF Paris 2009* - Patrick David - Editions Eyrolles.

*Marketing Management* – Kotler-Keller-Manceau-Dubois - 13ème édition – Editions Pearson Education

### INTER-PROFESSIONAL RELATIONS AND COMMUNICATION

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + management case study (60%)

*Dates:* Semester 5 or 6

*Language:* French or English

*Learning outcomes:*

By the end of the module the student should be able to:

- Know useful tools for a good interpersonal communication within the company and a good stress and time management

By the end of the module the student should have the skills to:

- Use tools to be more efficient at work : time, stress, relationships management, evaluation interviews, meeting animations, conflict management...

*Programme :*

The basics of communication – Conflict management – Individual and group communication

*Bibliography :*

*Savoir définir et gérer ses objectifs* – Chantal Selva, Guy Mitsoum – Collection permanente en Sciences Humaines  
*Comment se faire des amis* – Dale Carnégie – J'ai lu  
*T'es toi quand tu parles* – Jacques Salomé  
*Parle-moi, j'ai des choses à te dire* – Jacques Salomé  
*La gestion du temps* – Roger Moyson – Boek Université  
*Les outils de base de l'Analyse Transactionnelle* – Dominique Chalvin - Collection permanente en Sciences Humaines  
*La programmation Neurolinguistique* – Chantal Selva – ESF  
*S'entraîner à la PNL au quotidien* – Nelly Bidot et Bernard Morat – InterEditions  
*Soyez un stressé heureux* – Elisabeth Couzon et Françoise Dorn – ESF  
*Managez votre temps et vos priorités* - Launay-Duhautbout, Muller, Testa – ESF  
*Gérer les conflits* – Christine Marsan – DUNOD  
*Communication efficace* – Linda Adams – Les éditions de l'homme  
*Sept minutes pour convaincre* – Lionel Bellenger – ESF  
*Comment réussir à échouer* – Paul Watzlawick – Editions Seuil  
*Faites vous-même votre malheur* – Paul Watzlawick – Editions Seuil  
*Des jeux et des hommes* – Eric Berne – Editions Stock  
*Heureux qui communique* – Jacques Salomé – Editions Albin Michel  
*La communication dans l'entreprise* - J. P Lehnisch – Collection Que sais-je, Editions PUF  
*L'entreprise à l'écoute* – Michel Crozier – Editions Seuil

**PEOPLE AND ORGANISATIONS MANAGEMENT**

Number of ECTS credits: 2 ECTS

Number of hours: 60 hours (22h in class+38h personal work)

Assessment: 1 multiple choice questionnaire (40%) + management case study (60%)

Dates: Semester 5 or 6

Language: French or English

*Learning outcomes:*

By the end of the module the student should be able to:

- Know the different styles of management
- Know the management of a group of work
- Organisation theories
- The role of the manager
- The evolution of management through organisational theories

By the end of the module the student should have the skills to:

- Have a management skill to manage its teams
- Manage and animate a team. Implement a relationship in order to optimise the organisation
- Detect objectives and expectations within a group of work
- Follow individual and group results and validate the reach of objectives

*Programme :*

Management and organisation – Management theories – Leadership – Management methods – Manage all management situations

### *Bibliography :*

*Le management d'une équipe* – Jean et Renée Simonet – Les Editions d'organisation 1987  
*Les théories du management* - C. Kennedy – Editions Maxima 2008  
*La dynamique de la confiance* – Le Cardinal, Guyonnet, Poulouzic – Editions Dunod 1997  
*Le management et le pouvoir* – Pierre Morin – Les Editions d'organisation 1991  
*La motivation dans l'entreprise* – Claude Levy Leboyer – Editions d'organisation 1998  
*La troisième vague* – Alvin Toffler – Denoël Paris, 1980  
*Le coût de l'excellence* – Nicole Aubert, Vincent De Gaulejac – Le Seuil 1991

## **ADMINISTRATION AND FINANCE STUDY UNIT**

### **BUDGETARY CONTROL**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + finance case study (60%)

*Dates:* Semester 5 or 6

*Language:* French

#### *Learning outcomes:*

By the end of the module the student should be able to:

- Know the main cost calculations, read financial or accounting documents and improve the break-even point

By the end of the module the student should have the skills to:

- Understand data provided by the controlling department and calculate a break-even point for a specific action
- Manage costs and optimise earnings
- Calculate a cost price, a margin and set a selling price

#### *Programme :* APPRENDRE & ENTREPRENDRE

Cost controlling – The different types of cost calculation – Fix and variable charges – Break-even points

### *Bibliography :*

*Le contrôle budgétaire* – Nicolas Berland – Editions La Découverte 1997

*Initiation au calcul des coûts* – Pierre Mevellec

*L'analyse des coûts : une clé des choix de l'entreprise* – François Pottier – EMS Editions 2004

*L'essentiel du contrôle de gestion* - B.et F. Grandguillot – Gualino 2009

### **FINANCIAL ANALYSIS TOOLS**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + finance case study (60%)

*Dates:* Semester 5 or 6

*Language:* French

#### *Learning outcomes:*

By the end of the module the student should be able to:

- Know the main items of the profit and loss account and the balance sheet
- Know the key elements of the profit and loss account

By the end of the module the student should have the skills to:

- Do the intermediary between financial and accounting services
- Translate the figured impact of marketing, social, legal decisions on the profit and loss account

*Programme :*

The profit and loss account – VAT – Intermediate management accounts – Rents and lease-purchase – Charges of outsourced staff – Auto financing – Ratios from the profit and loss account

*Bibliography :*

*Comptabilité financière de l'entreprise* - J-Y Eglem – Galino 2003

*Comment lire les comptes des sociétés* - P. Poux – Maxima 2003

*Analyse financière, 12<sup>ème</sup> édition* - B. et F. Grandguillot – Galino 2008

*Mémento LMD – Analyse financière, 6<sup>ème</sup> édition* - B. et F. Grandguillot – Galino 2009

## **BUSINESS PLANNING AND FORECASTING**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + finance case study (60%)

*Dates:* Semester 5 or 6

*Language:* French

*Learning outcomes:*

By the end of the module the student should be able to:

- Create a business plan : financing plan, projected profit and loss account, projected balance sheet, projected profitability analysis

By the end of the module the student should have the skills to:

- Measure the financial consequences (budget, profitability) of implementing a project in a company, or un business entrepreneurship

APPRENDRE & ENTREPRENDRE

*Programme :*

Create a business plan – Methodology for the financial part – Projected selling budget – Projected profit and loss account – Cash flow planning – Profitability analysis – Financing planning and projected balance sheet

*Bibliography :*

*L'essentiel du contrôle de gestion* - B.et F. Grandguillot – Gualino 2009

*Réussir son Business Plan* – Michel SION – DUNOD mars 2007

*L'essentiel de la gestion prévisionnelle* - B. et F. Grandguillot – Gualino 2004

*Les budgets : élaboration et analyse* - J.-G. Degos et A. Fayad, 2004

## **LAW STUDY UNIT**

### **LABOUR LAW**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + law case study (60%)

*Dates:* Semester 5 or 6

*Language:* French

*Learning outcomes:*

By the end of the module the student should be able to:

- Master the basics of labour law
- Be vigilant and have the advised reactions to avoid conflict situations
- Know where to find the accurate information

By the end of the module the student should have the skills to:

- Deal with the main problems related to personnel management (recruitment, workload, paid leaves, illness...) according to the techniques implemented and with respect to the social legislation

*Programme :*

Recruitment and workload – Employment contract suspension – Employment contract breach

*Bibliography :*

Memento pratique – Francis Lefebvre – Social

Ouvrages spécialisés sur différents aspects du droit social – Editions Lamy

Revue fiduciaire – Paye (RF Paye)

Code du travail annoté – Editions Dalloz

Droit du travail Droit vivant - Jean-Emmanuel RAY – Editions Liaisons

## COMPANY LEGAL FRAMEWORK

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + law case study (60%)

*Dates:* Semester 5 or 6

*Language:* French

*Learning outcomes:*

By the end of the module the student should be able to:

- Legal knowledge and practise

By the end of the module the student should have the skills to:

- Master the company legal framework
- Understand the obligations of different contracts and their enforcement in terms of professional responsibility

*Programme :*

General theory of contracts – Selling contract – Selling – Regulated sales – The responsibility of professionals for defective products – Outsourcing, distributorship and franchise contracts – Patents, brands and authors rights

*Bibliography :*

*Le droit de la responsabilité et des contrats* – Edition DALLOZ

*Le droit de la publicité et de la promotion des ventes* – Biblio DALLOZ

*Le consommateur et ses contrats* – Editions du Jurisclasseur-Juriscompact.

*La protection des marques sur INTERNET* – Editions BRUYANT

*Guide pratique de droit d'auteur* – Editions MAXIMA.

*Le code de la consommation*

## BUSINESS LAW AND TAXATION

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (40%) + law case study (60%)

*Dates:* Semester 5 or 6

*Language:* French

*Learning outcomes:*

By the end of the module the student should be able to:

- Master the legal vocabulary adapted to business law and taxation
- Understand the difference between the fiscal approach and the accounting approach

By the end of the module the student should have the skills to:

- Study the legal aspect of a project
- Master the fiscal impact of structure or administrative decisions

*Programme :*

The different company status – Legal rules for creating a company – Taxation

*Bibliography :*

*Les sociétés commerciales* – Editions Lefebvre

*Fiscalité* – Editions Lefebvre

## **LANGUAGE AND CULTURE STUDY UNIT**

### **ENGLISH**

*Number of ECTS credits:* 2 ECTS/semester

*Number of hours:* 60 hours (22h in class+38h personal work) / semester

*Assessment:* 1 multiple choice questionnaire /semester (100%)

*Dates:* Semester 5 and 6

*APPRENDRE & ENTREPRENDRE*  
*Learning outcomes:*

By the end of the module the student should be able to:

- Welcome a foreign visitor
- Organise a workshop or a trade fair
- Be able to make an offer in English
- Recruit a foreign employee

*Programme :*

Present yourself – Present a company, a product – Marketing techniques – debates on different techniques and their applications – Negotiation interview with a foreign client – Description of a marketing service – Marketing functions

*Bibliography :*

*NATHAN Anglais, Coffret liberté*

### **WEB AND GRAPHIC DESIGN**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (100%)

*Dates:* Semester 6

*Language:* French

*Learning outcomes:*

By the end of the module the student should be able to:

- Know the paper graphic design tools (Publisher) and web design tools (blogs, web2, websites...) as well as referencing techniques

By the end of the module the student should have the skills to:

- Present models on relevant external and internal communication supports
- Communicate with web2 tools, blogs and websites and reference them

*Programme :*

Publisher – Presentation of the web context – The different steps of designing a website – referencing and web research – Web 2.0 – Blogs and social networks – RSS – Watching tools – HTML

*Bibliography :*

*Créer du trafic sur son site Web* – Andrieu - Ed. Eyrolles

*HTML & XHTML* – Dick Oliver - Ed. CampusPress

*[re]design de sites web : conduite de projet* – Goto & Cotler - Ed. Eyrolles

## **IT TOOLS FOR MANAGERS**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (22h in class+38h personal work)

*Assessment:* 1 multiple choice questionnaire (100%)

*Dates:* Semester 5

*Language:* French

*Learning outcomes:*

By the end of the module the student should be able to:

Know the tools adapted to the business unit manager's environment (Word, Excel, Access, PowerPoint...)

By the end of the module the student should have the skills to:

Create a mailing

Write a study and automated reports

Design reporting

Create scorecards for efficient reporting

Design a slide show to present data

Create an efficient clients database

*Programme :*

Review of Word and mailing tool – Scorecards – Excel – database – Access – PowerPoint

*Bibliography :*

Série compétence micro pour débiter + manuels des éditions ENI

*Les nouveaux tableaux de bord des managers* – Fernandez A – Editions d'organisation, 2003

*Analyse financière et reporting avec Excel* – Rubin J. – Eyrolles Editions d'organisation, 2004

*D'Excel à Access* – Capron C. – Eyrolles 2008

- **Professional practice**

The professional experience in a company must last at least 6 months.

- **Knowledge and skills evaluation**

Each seminar of the bachelor will be assessed during an exam which objective is to validate the knowledge acquired during this seminar.

In order to validate the skills acquired during the year, a case study is proposed at the end of the year. The case study will be completed by a Professional project which consists of developing a project within the company the student is intern in, that requires all or a part of the skills necessary to validate the degree.

Equal opportunity: students who present a disability, proved by a medical certificate, will be given an additional third-time to write their exams.

- **Organisation**

Starting date : Monday 12 September 2011

15 weeks of class

Case study and defence of Professional Project: from Monday 11 June to Monday 18 June 2012

Retake session: from Monday 27 August to Friday 31 August 2012

See Calendar at the end of the document

- **Graduation**

To graduate, students must meet the following criteria after the retake session:

- obtain all exams, all case studies, the professional project and the internship a grade of at least 6/20
- obtain an average grade for each study unit of at least 10/20
- obtain a general average of at least 10/20
- obtain at least 60 ECTS.

All other cases will be discussed by a jury. If the jury decides not to give the degree to the student, the student can re-sit the exams within 2 successive years.

Questionable grades must be made in written form to the course leader and will be appreciated by the study unit coordinator.

## 7. INTERNATIONAL

- **Study abroad**

Students who have validated 2 first years of higher education at IPAC School of Management have the opportunity to do their *Bachelor en Marketing et Communication* in a partner institution abroad within our Erasmus and bilateral agreements.

Students who have validated a *Bachelor en Marketing et Communication* can follow their studies in a partner institution abroad within our Erasmus and bilateral agreements.

Scholarships available.

Information at the International office :

Géraldine HUSSENOT / [ghussenot@ipac-france.com](mailto:ghussenot@ipac-france.com) / 04 50 45 32 47

IPAC School of Management

<http://www.ipac-france.com/formation/bachelor/marketing-communication.html>

- **International transcript of records**

Transcripts of records are both in French and English and appear with ECTS credits and grades for each subject.

1 ECTS = 20 to 30 workload hours

ECTS (European Transfer and Accumulation System) is a learner-centred system for credit accumulation and transfer based on the transparency of learning outcomes and learning processes. It aims to facilitate planning, delivery, evaluation, recognition and validation of qualifications and units of learning as well as student mobility. ECTS is widely used in formal higher education and can be applied to other lifelong learning activities. ECTS credits are based on the workload students need in order to achieve expected learning outcomes.

The ECTS grade scale goes from A to FX as follows:

ECTS grade	% of successful students normally achieving the grade	Description of the grade
A	10	EXCELLENT - outstanding performance with only minor errors
B	25	VERY GOOD - above the average standard but with some errors
C	30	GOOD - generally sound work with a number of notable errors
D	25	SATISFACTORY- fair but with significant shortcomings
E	10	SUFFICIENT - performance meets the minimum criteria
FX	-	FAIL - some more work required before the credit can be awarded
F	-	FAIL - considerable further work is required

- **Diploma supplement**

With their degree, students will be given an Europass Diploma Supplement.

The Diploma Supplement accompanies a higher education diploma, providing a standardised description of the nature, level, context, content and status of the studies completed by its holder.

The Diploma Supplement aids mobility and access to lifelong learning opportunities. It promotes transparency in higher education and fair and informed judgements about qualifications. It also accommodates rapid changes in qualifications.

National higher education institutions produce the supplement according to a template jointly developed by the European Commission, the Council of Europe and UNESCO. Each graduate should receive the Diploma Supplement automatically, free of charge and in a major European language.

# PLANNING PRÉVISIONNEL 2011 - 2012 BACHELOR MARKETING COMMUNICATION ANNECY

Semestre 1 : Du 12/09/11 au 06/01/12

Semestre 2 : Du 09/01/12 au 18/06/12

AOÛT	SEPTEMBRE	OCTOBRE	NOVEMBRE	DÉCEMBRE	JANVIER	FÉVRIER	MARS	AVRIL	MAI	JUIN	JUILLET	AOÛT	SEPTEMBRE
Lundi 1	Jeudi 1	Samedi 1	<b>Mardi 1</b>	Jeudi 1	<b>Dimanche 1</b>	Mercredi 1	Jeudi 1	<b>Dimanche 1</b>	<b>Mardi 1</b>	Vendredi 1	<b>Dimanche 1</b>	Mercredi 1	Samedi 1
Mardi 31	Vendredi 2	<b>Dimanche 2</b>	Mercredi 44	Vendredi 2	Lundi 2	Jeudi 2	Vendredi 2	Lundi 2	Mercredi 18	Samedi 2	Lundi 2	Jeudi 2	<b>Dimanche 2</b>
Mercredi 3	Samedi 3	Lundi 3	Jeudi 3	Samedi 3	Mardi 1	Vendredi 3	Samedi 3	Mardi 14	Jeudi 3	<b>Dimanche 3</b>	Mardi 27	Vendredi 3	Lundi 3
Jeudi 4	<b>Dimanche 4</b>	Mardi 40	Vendredi 4	<b>Dimanche 4</b>	Mercredi 4	Samedi 4	<b>Dimanche 4</b>	Mercredi 4	Vendredi 4	Lundi 4	Mercredi 4	Samedi 4	Mardi 36
Vendredi 5	Lundi 5	Mercredi 5	Samedi 5	Lundi 5	Jeudi 5	<b>Dimanche 5</b>	Lundi 5	Jeudi 5	Samedi 5	Mardi 23	Jeudi 5	<b>Dimanche 5</b>	Mercredi 5
Samedi 6	Mardi 36	Jeudi 6	<b>Dimanche 6</b>	Mardi 49	Vendredi 6	Lundi 6	Mardi 10	Vendredi 6	<b>Dimanche 6</b>	Mercredi 6	Vendredi 6	Lundi 6	Jeudi 6
<b>Dimanche 7</b>	Mercredi 7	Vendredi 7	Lundi 7	Mercredi 7	Samedi 7	Mardi 6	Mercredi 7	Samedi 7	Lundi 7	Jeudi 7	Samedi 7	Mardi 32	Vendredi 7
Lundi 8	Jeudi 8	Samedi 8	Mardi 45	Jeudi 8	<b>Dimanche 8</b>	Mercredi 8	Jeudi 8	<b>Dimanche 8</b>	<b>Mardi 8</b>	Vendredi 8	<b>Dimanche 8</b>	Mercredi 8	Samedi 8
Mardi 32	Vendredi 9	<b>Dimanche 9</b>	Mercredi 9	Vendredi 9	Lundi 9	Jeudi 9	Vendredi 9	Lundi 9	Mercredi 19	Samedi 9	Lundi 9	Jeudi 9	<b>Dimanche 9</b>
Mercredi 10	Samedi 10	Lundi 10	Jeudi 10	Samedi 10	Mardi 2	Vendredi 10	Samedi 10	Mardi 15	Jeudi 10	<b>Dimanche 10</b>	Mardi 28	Vendredi 10	Lundi 10
Jeudi 11	<b>Dimanche 11</b>	Mardi 41	<b>Vendredi 11</b>	<b>Dimanche 11</b>	Mercredi 11	Samedi 11	<b>Dimanche 11</b>	Mercredi 11	Vendredi 11	Lundi 11	Mercredi 11	Samedi 11	Mardi 37
Vendredi 12	Lundi 12	Mercredi 12	Samedi 12	Lundi 12	Jeudi 12	<b>Dimanche 12</b>	Lundi 12	Jeudi 12	Samedi 12	Mardi 24	Jeudi 12	<b>Dimanche 12</b>	Mercredi 12
Samedi 13	Mardi 37	Jeudi 13	<b>Dimanche 13</b>	Mardi 50	Vendredi 13	Lundi 13	Mardi 11	Vendredi 13	<b>Dimanche 13</b>	Mercredi 13	Vendredi 13	Lundi 13	Jeudi 13
<b>Dimanche 14</b>	Mercredi 14	Vendredi 14	Lundi 14	Mercredi 14	Samedi 14	Mardi 7	Mercredi 14	Samedi 14	Lundi 14	Jeudi 14	<b>Samedi 14</b>	Mardi 33	Vendredi 14
<b>Lundi 15</b>	Jeudi 15	Samedi 15	Mardi 46	Jeudi 15	<b>Dimanche 15</b>	Mercredi 15	Jeudi 15	<b>Dimanche 15</b>	Mardi 20	Vendredi 15	<b>Dimanche 15</b>	<b>Mercredi 15</b>	Samedi 15
Mardi 33	Vendredi 16	<b>Dimanche 16</b>	Mercredi 16	Vendredi 16	Lundi 16	Jeudi 16	Vendredi 16	Lundi 16	Mercredi 16	Samedi 16	Lundi 16	Jeudi 16	<b>Dimanche 16</b>
Mercredi 17	Samedi 17	Lundi 17	Jeudi 17	Samedi 17	Mardi 3	Vendredi 17	Samedi 17	Mardi 16	<b>Jeudi 17</b>	<b>Dimanche 17</b>	Mardi 29	Vendredi 17	Lundi 17
Jeudi 18	<b>Dimanche 18</b>	Mardi 42	Vendredi 18	<b>Dimanche 18</b>	Mercredi 18	Samedi 18	<b>Dimanche 18</b>	Mercredi 18	Vendredi 18	Lundi 18	Mercredi 18	Samedi 18	Mardi 38
Vendredi 19	Lundi 19	Mercredi 19	Samedi 19	Lundi 19	Jeudi 19	<b>Dimanche 19</b>	Lundi 19	Jeudi 19	Samedi 19	Mardi 25	Jeudi 19	<b>Dimanche 19</b>	Mercredi 19
Samedi 20	Mardi 38	Jeudi 20	<b>Dimanche 20</b>	Mardi 51	Vendredi 20	Lundi 20	Mardi 12	Vendredi 20	<b>Dimanche 20</b>	Mercredi 20	Vendredi 20	Lundi 20	Jeudi 20
<b>Dimanche 21</b>	Mercredi 21	Vendredi 21	Lundi 21	Mercredi 21	Samedi 21	Mardi 8	Mercredi 21	Samedi 21	Lundi 21	Jeudi 21	Samedi 21	Mardi 34	Vendredi 21
Lundi 22	Jeudi 22	Samedi 22	Mardi 47	Jeudi 22	<b>Dimanche 22</b>	Mercredi 22	Jeudi 22	<b>Dimanche 22</b>	Mardi 21	Vendredi 22	<b>Dimanche 22</b>	Mercredi 22	Samedi 22
Mardi 34	Vendredi 23	<b>Dimanche 23</b>	Mercredi 23	Vendredi 23	Lundi 23	Jeudi 23	Vendredi 23	Lundi 23	Mercredi 23	Samedi 23	Lundi 23	Jeudi 23	<b>Dimanche 23</b>
Mercredi 24	Samedi 24	Lundi 24	Jeudi 24	Samedi 24	Mardi 4	Vendredi 24	Samedi 24	Mardi 17	Jeudi 24	<b>Dimanche 24</b>	Mardi 30	Vendredi 24	Lundi 24
Jeudi 25	<b>Dimanche 25</b>	Mardi 43	Vendredi 25	<b>Dimanche 25</b>	Mercredi 25	Samedi 25	<b>Dimanche 25</b>	Mercredi 25	Vendredi 25	Lundi 25	Mercredi 25	Samedi 25	Mardi 39
Vendredi 26	Lundi 26	Mercredi 26	Samedi 26	Lundi 26	Jeudi 26	<b>Dimanche 26</b>	Lundi 26	Jeudi 26	Samedi 26	Mardi 26	Jeudi 26	<b>Dimanche 26</b>	Mercredi 26
Samedi 27	Mardi 39	Jeudi 27	<b>Dimanche 27</b>	Mardi 52	Vendredi 27	Lundi 27	Mardi 13	Vendredi 27	<b>Dimanche 27</b>	Mercredi 27	Vendredi 27	Lundi 27	Jeudi 27
<b>Dimanche 28</b>	Mercredi 28	Vendredi 28	Lundi 28	Mercredi 28	Samedi 28	Mardi 9	Mercredi 28	Samedi 28	<b>Lundi 28</b>	Jeudi 28	Samedi 28	Mardi 35	Vendredi 28
Lundi 29	Jeudi 29	Samedi 29	Mardi 48	Jeudi 29	<b>Dimanche 29</b>	Mercredi 29	Jeudi 29	<b>Dimanche 29</b>	Mardi 22	Vendredi 29	<b>Dimanche 29</b>	Mercredi 29	Samedi 29
Mardi 35	Vendredi 30	<b>Dimanche 30</b>	Mercredi 30	Vendredi 30	Lundi 30	Jeudi 30	Vendredi 30	Lundi 30	Mercredi 30	Samedi 30	Lundi 30	Jeudi 30	<b>Dimanche 30</b>
Mercredi 31	Lundi 31	Jeudi 31	Samedi 31	Samedi 31	Mardi 5	Jeudi 31	Samedi 31	Jeudi 31	Mardi 31	Vendredi 31	Mardi 31	Vendredi 31	

COURS	IPAC FERME	PARTIELS	ENTREPRISE	RATTRAPAGES
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