



## MANAGER DU DEVELOPPEMENT COMMERCIAL ET ENTREPRENEURIAT Spécialité INTERNATIONALE MANAGER IN SALES DEVELOPMENT AND ENTREPRENEURSHIP Speciality INTERNATIONAL

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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.**

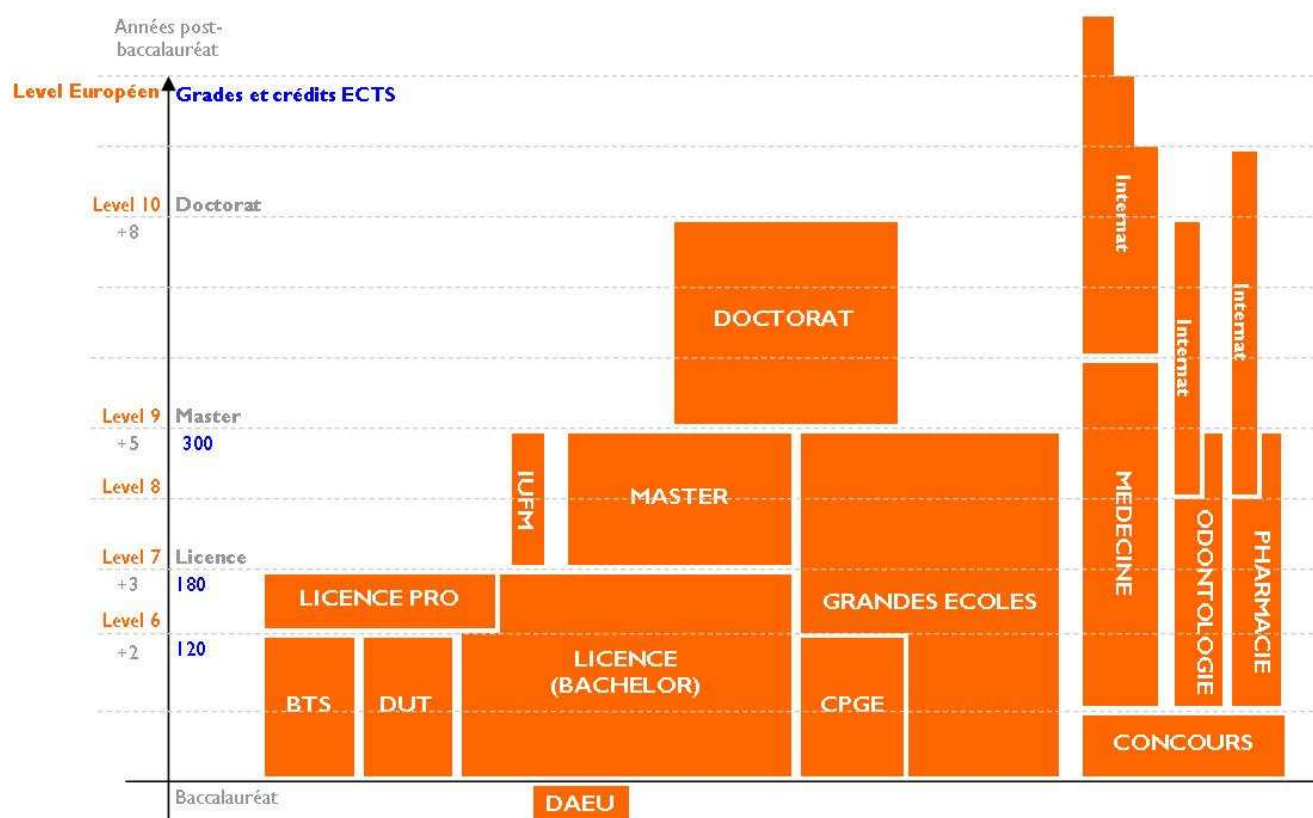
**In March 2003, IPAC has obtained ISO 9001 certification, version 2000.**

(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

- **Course catalogue at IPAC School of Management**

**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

- **Programme Manager du Développement Commercial et Entrepreneuriat, spécialité Internationale**

The objective of the programme *Manager du Développement Commercial et Entrepreneuriat, spécialité Internationale* is to give the students the necessary knowledge and skills to hold the following job positions:

- Sales director. The Sales director sets, drives and implement the company's sales strategy, is in charge of developing the key account portfolio, of following the results and of budgetary control. He can also supervise the whole of marketing actions within the company.
- Export director. The Export director draws, animates and supervise the development strategy of the company abroad

Graduate students will validate the RNCP degree, Level I "[Manager du développement commercial](#)" / Sales development manager (code NSF 312).

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**

IPAC

**Mission 1: Set the sales strategy**

- Analyse market studies and information from selling teams and providers, in order to identify markets evolutions and the company's positioning on this market.
- Present a functioning general budget to the general direction.
- Determine the nature and the volumes of products to be launched, maintained or withdraw.
- Fix a price policy and margins.
- Define the ideal means to develop the company's offer: sales force, selling tools, administration of sales...
- Identify selling targets for the sales force and define individual and group objectives to improve the turnover.
- Manager and lead a sales force.
- Recruit new sales reps if the sales force is not enough structured.
- Organise links with other departments within the company.
- Plan training programmes for the sales force.

**Mission 2: Develop key accounts**

- Implement and follow strategic accounts for the company, alone or with a key account rep.
- Negotiate for signing new contracts.
- External representation for strategic clients: participate to trade fairs, conferences...
- Follow the results of the budgetary control.
- Follow individual and group sales force results and validate if objectives have been reached.
- Do the reporting to the general direction about the evolution of the turnover and the profitability of the company.

### **Mission 3 : Define the export policy**

- Participate in the strategic choice of international development (development of a subsidiary, international selling teams abroad, holding in local companies...)
- Set objectives, select products and countries, select distribution channels, set a budget.
- Manage export teams based in France and abroad.
- Recruit, lead and evaluate teams.
- Set and participate in the implementation of an international marketing strategy, in partnership with the marketing direction.
- Set the international sales network leading policy.
- Participate in the implementation of trade marketing actions.
- Adapt the offers of products and services to local markets.
- Set or participate in the implementation of an international communication policy.
- Control the strategic development plan and the reach of objectives.
- Lead important negotiations.

### **Mission 4 : Manage teams**

- Recruit employees.
- Lead teams.
- Organise the department in different services and develop n-I levels.
- Participate with other directions to the strategic development of the company.
- Lead projects with marketing and sales departments.

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

Extracts from the APEC (National agency for executives) descriptors for Sales director and Export director

## APPRENDRE & ENTREPRENDRE

### • **Job positions**

Main Jobs or positions for "*Manager du développement commercial*", *spécialité International* graduates

Job positions for young graduates:

Junior consultant – Junior sales rep – Export sales rep – Portfolio manager – Key account manager – Sales supports and loyalty manager – Market study manager – Junior product manager – Merchandiser – Trade marketer

Job positions after 1 to 5 years of successful professional experience:

Sales manager – Business unit manager – Zone manager – Development manager – Export zone manager – Sales administration manager – Business unit director – Regional director – Clients director

Job positions after 5 to 10 years of successful professional experience:

Sales director – Export director

## 2. COURSE STRUCTURE

- **Application procedure**

Candidates must have validated 3 years of higher education or equivalent or 180 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

Doctoral studies could be considered as a continuation. However, as students will have a strong professional experience, they would obviously tend to enter the job market.

## 4. GENERAL INFORMATION

Level of the degree: Level I « Personnel having jobs which need a degree higher than Master I or 240 ECTS»

Programme length: 4 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**

Programme *Manager du Développement Commercial et Entrepreneuriat, spécialité Internationale* course leaders: [info@ipac-france.com](mailto:info@ipac-france.com)

- Annecy campus: Philippe VEDEL / 42 Chemin de la Prairie 74000 ANNECY / 04 50 45 13 91
- Chambéry campus: Olivia BESTENTI / 44 Rue Charles Montreuil 73000 CHAMBERY / 04 79 69 65 91

## 6. PROGRAMME

- List of subjects

1st year:

Subjects	ECTS credits	Workload	Study unit coordinator
<b>ENTREPRENEURSHIP AND MARKETING STUDY UNIT</b>	<b>12</b>	<b>360H</b>	<b>Véronique Anthonioz - Charcusset</b>
Strategic management	3	90	
Knowledge management	3	90	
International business management	3	90	
International marketing management	3	90	
<b>MANAGEMENT STUDY UNIT</b>	<b>9</b>	<b>270H</b>	<b>Hakime Mokrane</b>
Intercultural management	3	90	
Human resource management	3	90	
Process management	3	90	
<b>ADMINISTRATION AND FINANCE STUDY UNIT</b>	<b>9</b>	<b>270H</b>	<b>Olivia Bestenti and Jean-Paul Duparc</b>
Financial diagnostics – Company diagnostics	3	90	
Cash flow management	3	90	
Management and financial audit	3	90	
<b>LANGUAGES AND CULTURE STUDY UNIT</b>	<b>7</b>	<b>210H</b>	<b>Françoise Argoud</b>
English	4	120	
International business environment	3	90	
<b>PROJECTS STUDY UNIT</b>	<b>23</b>	<b>1261H</b>	
Internship	10	945	
Dissertation	10	300	
Capstone case study	3	16	
<b>TOTAL</b>	<b>60</b>	<b>2371H</b>	

## ENTREPRENEURSHIP AND MARKETING STUDY UNIT

### STRATEGIC MANAGEMENT

Number of ECTS credits: 3 ECTS

Number of hours: 90 hours (22h in class+68h personal work)

Assessment: 1 examination (40%) + capstone case study (60%)

Dates: Semester 7

Language: English

Learning outcomes:

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

- Master the necessary reflexion tools to set a strategy
- Master the process of strategy and strategic objectives design
- Master the strategic diagnostics techniques

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

- Master the strategy and the strategy process
- Realise a strategic audit
- Analyse and make an internal and external diagnostics of the organisation, its competitive and organisation process.
- Analyse resources, abilities, skills, value chain and business model
- Identify strategic options to enter a new market
- Identify and name functional strategies
- Rely on strategic approaches to face competition
- Estimate risks and growth opportunities
- Master the relationship between general strategy and operations strategy, between general planning and operations planning
- Use strategic tools in an unpredictable environment

APPRENDRE & ENTREPRENDRE

Strategic audit methods and tools – Strategic choice: objectives, resources and strategy – Draw action plans and implement the strategy within the company – Exceed standard strategic models limits to face competition and an unpredictable environment

Bibliography :

*Strategor 5e édition* - Garrette Bernard, Durand Rodolphe, Dussauge Pierre - Dunod 2009

*La prospective stratégique : Pour les entreprises et les territoires* - Godet Michel, Durance Philippe - Dunod 2008

*Management : Stratégie et organisation 7ème édition* - Helfer Jean-Pierre; Kalika Michel; Orsoni, Jacques - Vuibert 2008

*Les grands auteurs en stratégie* - Loilier Thomas, Tellier Albéric EMS Editions 2007

*Internationalisation d'entreprises : Démarche et stratégies pour vendre sur les marchés étrangers* - Karsaklian Eliane - Dunod 2009

*Mémento LMD - Stratégie de l'entreprise* - Mouillot Philippe - Gualino 2007

*L'Art de diriger Tome 1 : Management - Stratégie 3ème édition* - Papin Robert - Dunod 2006

*Manuel de prospective stratégique Tome 1 : Une indiscipline intellectuelle 3ème édition* - Godet Michel Dunod 2007

*Manuel de prospective stratégique Tome 2 : L'Art et la méthode 3ème édition* - Godet Michel Dunod - 2007

*Strategic Planning : How to Deliver Maximum Value through Effective Business Strategy* - Wittmann Robert, Reuter Matthias - Kogan Page - 2008

*Global Strategy* - Peng, Mike W - Thomson 2006

*Strategy: Analysis and Practice* - McGee John, Thomas Howard, Wilson David - McGraw-Hill 2005

## KNOWLEDGE MANAGEMENT

Number of ECTS credits: 3 ECTS

Number of hours: 90 hours (22h in class+68h personal work)

Assessment: 1 examination (40%) + capstone case study (60%)

Dates: Semester 8

Language: English

Learning outcomes:

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

- Use the existing tools
- Use an economic watch in the management process to improve flexibility with the environment

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

- Do a correct watch as a prospective approach and as an anticipation tool
- Understand the complex mechanisms of economic intelligence
- Define priorities in economic intelligence and optimise its use

Programme:

Company strategy and economic intelligence – Company, security and competition – Tools for knowledge management – Emergence of the relational company

Bibliography :

*L'intelligence économique : un nouvel outil de gestion* - Audigier, Marc Rassat, Patrick – Maxima 2003

*Le système d'information : nouvel outil de stratégie* – Deyrieux, André - Maxima 2003

*L'intelligence économique et stratégique Tome I : Les ambiguïtés* - Chotin, Richard - e-theque 2002

*L'EI au service de l'entreprise évolutive* - Abou-Harb, Georges Rivard, François – Maxima 2003

*Knowledge Management* - Storhaye, Patrick, Bouvard, Patrick - EMS Editions 2002

*L'intelligence économique* - Jakobiak François - Editions d'organisation

*Modèle d'Intelligence Economique* - Bernard Besson, Dominique Fonvielle, M Fourez, Collectif , Alain Juillet (Préface) - Economica

*Intelligence stratégique sur Internet : Comment développer des activités de veille et d'intelligence économique sur le web* - Carlo Revelli - Editions Dunod

*Intelligence économique et gestion des risques* - Michel-Henry Bouchet - Editions Pearson Education

## INTERNATIONAL BUSINESS MANAGEMENT

Number of ECTS credits: 3 ECTS

Number of hours: 90 hours (22h in class+68h personal work)

Assessment: 1 examination (40%) + capstone case study (60%)

Dates: Semester 7

Language: English

Learning outcomes:

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

- Understand the opportunities and threats of developing a market abroad thanks to a good knowledge of the economic environment, international sales practices, economic integration approach, possible investment strategies, new technologies and exchange markets.

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

- Understand why companies make business and invest abroad
- Understand what are the problems they have to face when selecting a country, investing, and developing a strategy

- Structure and help a company in its international development
- Manage risks and the different international development strategies

*Programme:*

International sales concept – Organisational structure of an international company – Ethical, social and environmental concerns – Strategy – Export risks management (political, economic, legal...) – International constraints and opportunities – Manufacture abroad

*Bibliography :*

*Commerce international Théorie, techniques et applications* - Naji Jammal - Pearson Education

*Economie internationale, 8<sup>e</sup>* - Paul Krugman, Maurice Obstfeld - Pearson Education

*International Business: Environments and Operations, 11<sup>e</sup>* - John D. Daniels, Lee H. Radebaugh - Prentice Hall, 2005.

*The Essence of International Business* - Beamish, Paul W. - Prentice Hall 1997.

## INTERNATIONAL MARKETING MANAGEMENT

*Number of ECTS credits:* 3 ECTS

*Number of hours:* 90 hours (22h in class+68h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 8

*Language:* English

*Learning outcomes:*

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

- Know the approach for a sales policy, a marketing and sales plan, and their particularity for international development
- Study the marketing concepts and its concrete applications
- Know the importance of an exploring, creation and delivery of client's value approach
- Use market audit, return of investment thanks to related tools

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

- Implement a national and international sales policy
- Draw a national and international marketing and sales plan with a budget, selecting the type and volumes of products/services to promote and defining the operations means adapted to objectives (price, sales force, distribution networks, communication policy...)
- Watch over the emergence of new markets and propose adapted solutions to future company's sales development.
- Identify a competitive advantage and set a marketing mix able to provide an additional value to the client.

*Programme:*

The role of marketing management – The role of marketing in creating value for the client – National and international macro-economic environment – International product life cycle – International marketing strategy – Global marketing – Segmentation – Positioning – International marketing mix – International product mix – International price mix – International distribution and sourcing mix – International communication mix

*Bibliography:*

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

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

## MANAGEMENT STUDY UNIT

### INTERCULTURAL MANAGEMENT

Number of ECTS credits: 3 ECTS

Number of hours: 90 hours (22h in class+68h personal work)

Assessment: 1 examination (40%) + capstone case study (60%)

Dates: Semester 7

Language: English

*Learning outcomes:*

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

- Understand their own value system
- Understand cultural differences
- Improve their visions on themselves and other cultures

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

- Build a relation within cultures
- Communicate and use information within cultures
- Make up differences adapting their behaviour

*Programme:*

Understand cultural differences and build a relation between cultures – Time management – Communicate and use information – Manage human resources – Make up differences and adapt self behaviour

*Bibliography :*

*Management Interculturel (2<sup>ème</sup> édition) - Susan Schneider, Jean-Louis Barsoux - Pearson Education*

### HUMAN RESOURCE MANAGEMENT

Number of ECTS credits: 3 ECTS

Number of hours: 90 hours (22h in class+68h personal work)

Assessment: 1 examination (40%) + capstone case study (60%)

Dates: Semester 8

Language: French

*Learning outcomes:*

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

- Have the basics in social law and know the current legal information
- Understand the issue of decentralising the HR position to proximity management
- Understand the similarity with Swiss law

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

- Manage efficiently employees
- Answer to all questions from the employees
- Understand the differences and similarities between French and Swiss systems
- Manage recruitment and dismissal of employees avoiding litigation
- Take in charge the daily HR tasks

*Programme :*

General information about social law – The objectives of the new Labour code – The evolution of employment contracts – Dismissal – Human resource administration – Information about employees' representatives – Impact of the creation of Pôle Emploi for the companies – Training – Pay – Daily questions

*Bibliography :*

*Revue Lamy Social*

*Droit du travail, droit vivant - Jean-Emmanuel Ray - Editions Liaisons*

*Droit du travail 2009 : A jour au 1er février 2009 - Véronique Roy - DUNOD*

*Travailler et vivre en Suisse : Guide pratique pour les résidents et frontaliers - David Talerman, Michel Charrat - Gualino Editeur 2008*

## **PROCESS MANAGEMENT**

*Number of ECTS credits: 3 ECTS*

*Number of hours: 90 hours (22h in class+68h personal work)*

*Assessment: 1 examination (40%) + capstone case study (60%)*

*Dates: Semester 8*

*Language: English*

*Learning outcomes:*

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

- Have a basic culture of Operations process management, mainly logistics and industrial to talk with specialists of the supply chain
- Have the basic knowledge to improve operations management and adapt the concept to other sectors or services

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

- Explain all concepts of operations management
- Answer to simple organisational problems

*Programme:*

Basic concepts – Stocks management – Anticipation – Flows and bottlenecks – Just in time and flexibility

*Bibliography :*

*MANAGEMENT INDUSTRIEL ET LOGISTIQUE 4ème édition - Baglin, Bruel, Garreau, Greif, Kerbache - Van Delft*

*L'ENTREPRISE AU PLUS JUSTE - James Womack et Daniel Jones - Ed Village Mondial*

## **ADMINISTRATION AND FINANCE STUDY UNIT**

### **FINANCIAL DIAGNOSTICS – COMPANY DIAGNOSTICS**

*Number of ECTS credits: 3 ECTS*

*Number of hours: 90 hours (22h in class+68h personal work)*

*Assessment: 1 examination (40%) + capstone case study (60%)*

*Dates: Semester 8*

*Language: French*

*Learning outcomes:*

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

- Know the main concepts of financial diagnostics analysis

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

- Make a diagnostics about the financial health of a company

*Programme:*

Intermediate management accounts – Analysis and interpretation of the functional balance sheet – Financial risk diagnostics – Set up a financial diagnostics

*Bibliography :*

*Finance d'entreprise, DCG 6, Supfoucher, 2009-2010*

*Production et analyse de l'information financière, Nathan*

*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*

## **CASH FLOW MANAGEMENT**

*Number of ECTS credits: 3 ECTS*

*Number of hours: 90 hours (22h in class+68h personal work)*

*Assessment: 1 examination (40%) + capstone case study (60%)*

*Dates: Semester 7*

*Language: French*

*Learning outcomes:*

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

- Know the functioning of financial and monetary markets as well as a bank
- Know the basics of a good cash management

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

- Present a cash flow forecast to investors and negotiate banking conditions

*Programme:*

The monetary market – The financial market – The stock market – The bond market – Cash flow forecast – Overdraft authorisation – Discount – Other financing methods – Cash flow surplus – Savings – Building values – Chose a type of savings – Group cash flow management – Change risk management

*Bibliography :*

*Principes de techniques bancaires - Luc BERNET-ROLLANDE - DUNOD*

*L'essentiel de finance - Pierre CABANE - EDITIONS D'ORGANISATION*

*Pratiques des marchés financiers - Dov OGIEN - DUNOD*

*Finance d'entreprise, 2009-2010 - Michèle Mollet et Georges Langlois - SUPFOUCHER*

*La Bourse - Daniel Goyeau, Anne Tarazi - Ed. La Découverte 2006*

*Les marchés financiers - Alain Mikol - e-theque*

## **MANAGEMENT AND FINANCIAL AUDIT**

*Number of ECTS credits: 3 ECTS*

*Number of hours: 90 hours (22h in class+68h personal work)*

*Assessment: 1 examination (40%) + capstone case study (60%)*

IPAC School of Management

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

*Dates:* Semester 8

*Language:* French

*Learning outcomes:*

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

- Know the basics of management and financial audit
- Understand the usefulness of management and financial audit

To distinguish management and financial audit from other types of control

- By the end of the module the student should have the skills to:
- Measure, analyse and improve the competitiveness of the company

*Programme:*

Cost management – Budget management – Management and financial audit as a tool for HR management – Quality management – Performance and communication management – Scorecards and indicators

*Bibliography :*

*Principes de techniques bancaires* - Luc BERNET-ROLLANDE - DUNOD

*Les marchés financiers* - Alain MIKOL, 2004 - e-thèque

*Pratique des marchés financiers* - Dov OGIEN - DUNOD

*Finance d'entreprise, 2009-2010* - Michèle MOLLET et Georges LANGLOIS, Collection LMD - SUPFOUCHER

*La Bourse* - Daniel GOYEAU, Annie TARAZI - Edition La Découverte 2006

## **LANGUAGES AND CULTURE STUDY UNIT**

### **INTERNATIONAL BUSINESS ENVIRONMENT**

*Number of ECTS credits:* 3 ECTS

*Number of hours:* 90 hours (22h in class+68h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 7

*Language:* French

*Learning outcomes:*

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

- Know and understand the macro-environmental factors of a market to optimise strategic decisions and operational management
- Understand concepts of geopolitics, geostrategy and international relations, necessary to select and develop an export market

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

- Develop its curiosity for other people, their history, their culture... in order to understand the market approach and managing partner countries
- Analyse the political, legal, economic, cultural and geographical environment to order to minimize export risks and constraints

*Programme :*

Political environment – Legal environment – Legal environment and international markets – Impact on human resource management – Economic and cultural environment – Geographic influences on nations

### Bibliography :

*Géopolitique d'un monde mélancolique* – Eyrolles - Simon, Alain – 2006  
*Tout empire périra. Théories des relations internationales* - DUROSELLE Jean-Baptiste - Armand Colin 1992  
*Dictionnaire des relations internationales* - CHAIGNEAU Pascal - Economica 1998  
*L'épopée des civilisations* - NADOLEK Bernard - Eyrolles 2005  
*Anthologie mondiale de la stratégie* - CHALIAND Gérard - Bouquins Robert Laffont 1991  
*La guerre dans l'histoire de l'Occident* - HOWARD Michael - Fayard 1988.  
*Dictionnaire géopolitique de la défense européenne* - MONGRENIER Jean-Sylvestre - Editions Unicomm 2005  
*Géopolitique. Changements et constantes dans l'histoire* - CHAUPRADE Aymeric - Ellipses 2004  
*Dictionnaire de géopolitique* - CHAUPRADE Aymeric et THUAL François - Ellipses 1999  
*Revue française de géopolitique*, Ellipses.  
*Lexique de géopolitique* - SOPPELSA Jacques - Dalloz 1988  
*Atlas du nouvel ordre mondial* - CHALIAND Gérard - Robert Laffont 2003

### ENGLISH

Number of ECTS credits: 4 ECTS

Number of hours: 120 hours (44h in class+76h personal work)

Assessment: 1 final examination

Dates: Semesters 7 and 8

### Programme:

Setting clear objectives – Communication and leadership – Understanding the impact of your own style – Emotional intelligence – Coaching and delegating efficiently – Dealing with performance issues – Motivating and empowering others – Creating high-performance teams

2<sup>nd</sup> year:

APPRENDRE & ENTREPRENDRE

Subjects	ECTS credits	Workload	Study unit coordinator
<b>MANAGEMENT STUDY UNIT</b>	<b>6</b>	<b>180H</b>	<b>Hakime Mokrane</b>
Change management	2	60	
Project management	2	60	
Management and leadership	2	60	
<b>ENTREPRENEURSHIP STUDY UNIT</b>	<b>8</b>	<b>240H</b>	<b>Jean-Michel Delaplagne</b>
Entrepreneurship project management	2	60	
Funding engineering	2	60	
Evaluation methods	2	60	
Audit and transmission	2	60	
<b>DEVELOPMENT STUDY UNIT</b>	<b>20</b>	<b>600H</b>	<b>Véronique Anthonioz - Charcusset</b>
International purchase	2	60	
International negotiation	2	60	
International logistics management I	2	60	
Key accounts management	2	60	
International networks management	2	60	
International business development	2	60	
International logistics management 2	2	60	
International product and brand development	2	60	
Relationship marketing	2	60	

International financial strategy	2	60	
<b>PROJECTS STUDY UNIT</b>	<b>26</b>	<b>1242H</b>	
Capstone case study	3	16	
Entrepreneurship case study	3	16	
Internship	10	910	
Consulting mission	10	300	
<b>TOTAL</b>	<b>60</b>	<b>2262H</b>	

## MANAGEMENT STUDY UNIT

### CHANGE MANAGEMENT

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 10

*Language:* English

*Learning outcomes:*

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

- Communicate to employees about the changing process

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

- Prepare, improve and follow change to keep employees' cohesion and motivation

*Programme:*

What is an organisation and the reasons why it evolves? – The main factors that can create a change – Typology of resistance causes – Mechanisms of change – The different levels of change – Key factors of success – Lead and carry out change successfully – Support change – Take into account the human side

*Bibliography :*

*La conduite humaine du changement* - Thierry Chavel - Editions d'Organisation, 2000

*La révolution en tête* - Gary Hamel - Editions Demos, 2003

*L'entreprise horizontale* - F.Ostroff, M.Shalak - Editions Dunod, 2000

*Le Guide du knowledge management* - J-Y Prax - Editions Dunod, 2004

*Le knowledge management* - Harvard Business Review - Editions d'Organisation, 2007

### PROJECT MANAGEMENT

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 9

*Language:* English

*Learning outcomes:*

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

- Catch the involvement of human and other resources for a fixed period of time on a same objective
- Implement a specific organisation, to promote the realisation of projects and continue the good governance of the company

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- Set the cohabitation terms, associate a vertical organisation by services and a cross organisation by projects.

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

- Implement a risk management culture
- Identify, evaluate and reduce risks
- Include risks management in general management

*Programme:*

Basic concepts of project management – Methods and tools for project management – Communication and human resources

*Bibliography:*

- Organisation et fonctionnement de l'entreprise* - Technique et Documentation, Paris, 1993  
*Manuel d'organisation de l'entreprise* - Jean-Pierre Schmitt - PUF, Paris, 2002  
*Structure et dynamique des organisations* - Henry Mintzberg - Editions d'Organisation, Paris, 1982  
*Introduction critique aux organisations* - Bruno Lussato - Dunod, Paris, 1992  
*Les organisations* - James. G March et Herbert. A Simon - Dunod, Paris, 1969  
*Images de l'organisation* - DeBoeck-Wesmael Gareth Morgan - Bruxelles, 1999  
*Organisations : modèles et représentation* - Yvon Pesqueux - PUF, Paris, 2000  
*Organisation et changement* - Daniel Boéri et Stéphane Bernard - Maxima éditions, Paris, 1998  
*Les meilleures pratiques de management* - Jean Brilman - Editions d'organisation, Paris, 1998  
*Le management entre modèles et pratiques* - Raymond Leban - Editions d'Organisation, 2002  
*Le macroscopie* - Joël de Rosnay - Seuil, Paris  
*Approche systémique des organisations* - Jacques Mélése - Editions Hommes et techniques, Boulogne Billancourt, 1979  
*Qualité, la révolution du management* - William. E. Deming - Economica, Paris, 1998  
*Histoire de l'informatique* - Philippe Breton - Seuil, Paris, 1990  
*La conduite des projets d'évolution des systèmes d'information* - J. Gabay et B. Gébré - Dunod, Paris, 1999  
*Kit de conduite de projet* - Hugues Marchat - Edition d'Organisation, Paris, 2000

APPRENDRE & ENTREPRENDRE

## MANAGEMENT AND LEADERSHIP

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 9

*Language:* English

*Learning outcomes:*

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

- Understand transformation crisis for global companies and institutions

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

- Get management and team management basic skills
- Motivate, coach and help employees
- Communicate and share objectives
- Manage conflict situations
- Manage internal, external and professional relations

*Programme:*

From charisma to leadership – Management style and the influence on employees performance – Build a vision, create a motivation – Leadership with employees – To an efficient leadership

### *Bibliography:*

- Le groupe en psychologie sociale* - AEBISCHER, V., OBERLE, D. - Ed. Dunod, Paris, 1998  
*La dynamique des communications dans les groupes* - AMADO ET A. GUITTET - Ed. Armand Colin, Paris, 1975  
*La dynamique des groupes restreints* - ANZIEU, D. & J.-Y. MARTIN - PUF, Paris, 1976  
*Diriger et motiver* - AUBERT, N. - Ed. d'Organisation, Paris, 1996  
*La troisième dimension du management* - BLAKE, R.R. & J. S. MOUTON - Éd. d'Organisation, Paris, 1987  
*La psychologie des groupes* - BLANCHET, A., TROGNON, A. - Ed. Nathan, Paris, 1994  
*Stéréotypes, discrimination et relations intergroupes* - BOUHRIS, R., LEYENS, J.-P. - Ed. Mardaga, Belgique, 1999  
*Gérer et animer un groupe* - BOUVARD C., BUISSON M. - Ed. d'Organisation, Paris, 1988  
*Psychologie dynamique* - LEWIN K. - Ed. P.U.F., Paris, 1959  
*Le management d'une équipe* - SIMONET JEAN & RENEE - Ed. d'Organisation, Paris, 1987  
*Une étude expérimentale du commandement et de la vie des groupes* - LIPITT R. ET WHYTE R. - Ed. Dunod, Paris, 1965  
*La vie affective des groupes* - PAGES, M. - Ed. Dunod, Paris, 1975  
*Les chausse-trappes de la prise de décision* - RUSSO, J.-E., SCHOEMAKER - Ed. d'Organisation, Paris, 1994

## **ENTREPRENEURSHIP STUDY UNIT**

### **ENTREPRENEURSHIP PROJECT MANAGEMENT**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + entrepreneurship case study (60%)

*Dates:* Semester 9

*Language:* French

*Learning outcomes:*

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

- Have basic knowledge in business law and taxation
- Have basic knowledge in trading and non-trading companies
- Have basic knowledge individual and company taxation

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

- Integrate in a operational manner the legal aspect of the project of creating / acquisition / developing a company
- Analyse the real feasibility of an entrepreneurship project and create conditions to realise the project

*Programme:*

The reasons for an entrepreneurship approach – Methodology for looking for a company – Study the target company – Financial aspects of the entrepreneurship project – Legal aspect of the entrepreneurship project

### **FUNDING ENGINEERING**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + entrepreneurship case study (60%)

*Dates:* Semester 9

*Language:* French

*Learning outcomes:*

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

- Know all financing techniques to implement a company's creation or acquisition

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

- Use efficiently all techniques learned and use them to develop the whole entrepreneurship project

*Programme:*

Financing growth – Financing techniques – Debt management – Financial audits

## EVALUATION METHODS

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + entrepreneurship case study (60%)

*Dates:* Semester 9

*Language:* French

*Learning outcomes:*

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

- Know the objectives and principles of negotiation
- Know the different methods to promote a company

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

- Value a company
- Adapt the theory to a real negotiation

*Programme:*

The objectives of the seller and buyer – Evaluation methods

## AUDIT AND TRANSMISSION

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + entrepreneurship case study (60%)

*Dates:* Semester 9

*Language:* French

*Learning outcomes:*

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

- Know the selling and buying negotiation process from selecting the target company to the procession (for the buyer), from the research of a buyer to the transfer of control (for the seller)
- Know the audit process necessary before the transfer of the company

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

- Be able to adapt the theory to a real negotiation

*Programme:*

The negotiation process – Build and make an audit

## DEVELOPMENT STUDY UNIT

### INTERNATIONAL PURCHASING

Number of ECTS credits: 2 ECTS

Number of hours: 60 hours (15h in class+45h personal work)

Assessment: 1 examination (40%) + capstone case study (60%)

Dates: Semester 10

Language: English

Learning outcomes:

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

- understand the specific points of the international buyer
- Master the global, strategic and operations buying approach and process
- Develop a global, strategic and operations marketing buying approach

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

- Organise an optimised buying service
- Know where and what to buy, using a structured approach of providers' selection
- Develop a buying strategy and draw a buying mix
- Use efficiently approaches and internet tools linked to buying process
- Manage buying quality

Programme:

The buying function and the buyer – What to buy and in which country to buy ? – Buying approach and process – Buying marketing – Buying and internet – Buying and quality

Bibliography:

*Le guide de l'acheteur* - P. CAVERIVIERE - DEMOS ACHATS

*Le guide de l'acheteur industriel* - L. LAURENT - DUNOD - L'USINE NOUVELLE

*Fonction : Acheteur* - B. de FAULTRIER - F. ROUSSEAU – DUNOD

*Fonction achats et approvisionnements en PME* - H. PERSON - MAXIMA - Laurent du Mesnil Editeur

*Le marketing achats - Stratégies et tactiques* - R. PERROTIN - EDITIONS D'ORGANISATION

*Stratégies d'achat - Sous-traitance, partenariat, délocalisation* - R. PERROTIN - J-M LOUBERE - EDITIONS D'ORGANISATION

*Les achats industriels à l'étranger* - C. HORVAT - EDITIONS D'ORGANISATION

*Comment bâtir et négocier un contrat d'achat* - C. LE BAIL - LES PRESSES DU MANAGEMENT

### INTERNATIONAL NEGOTIATION

Number of ECTS credits: 2 ECTS

Number of hours: 60 hours (15h in class+45h personal work)

Assessment: 1 examination (40%) + capstone case study (60%)

Dates: Semester 10

Language: English

Learning outcomes:

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

- Develop a general operations culture in terms of international negotiation
- Know the essential concepts, tools and process to create and drive an international negotiation strategy

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

- Prepare and implement an international negotiation strategy
- Take into account the strategic issues related to the intercultural differences when negotiating
- Evaluate a negotiation strategy and use the return on experience

*Programme:*

International negotiation in context – The large number of actors – Legal aspects – Current trends in international negotiation

*Bibliography:*

*La négociation interculturelle – guide pour préparer, conduire et clore une négociation internationale* - Wilbaut, Manoëlla – Editions Dunod 2010

*Guide pratique de la négociation internationale* – Aguiar Cristina, Editions L'Harmattan 2010

*La négociation : regards sur sa diversité – Première biennale internationale de la négociation* – Faure, Guy-Olivier Editions Publibook 2005

*Négociation et transformations du monde – Deuxième biennale internationale de la négociation* – Dupont, Christophe Editions Publibook 2007

## INTERNATIONAL LOGISTICS MANAGEMENT I

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 10

*Language:* English

*Learning outcomes:*

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

- Know the process related to international logistics

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

- Manage international operations

*Programme:*

International operations

*Bibliography:*

*Transports & Logistique* - J. Pons - HERMES 2005

*EXPORTER Pratique du commerce internationale* - Editions Foucher

## KEY ACCOUNTS MANAGEMENT

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 10

*Language:* English

*Learning outcomes:*

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

- Know necessary operations tools to contact key accounts

- Know the different buying systems, buying strategies and decision-making channels
- Know the different methods to anticipate key clients' needs
- Know the sales management techniques

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

- Master the key accounts approach by influence strategies to get client's loyalty and develop a portfolio and improve competitive advantages
- Master the buying strategy and the decision making channel
- Master the methods to anticipate key clients' needs and bring solutions related to their strategy
- Manage a team to capture and get key account's loyalty
- Organise and lead a key account plan as a real project

*Programme:*

Implement a key account strategy – Manage the key account project and necessary resources – Develop and get key accounts' loyalty – Prepare and manage canvassing action – Optimise sales profitability

*Bibliography:*

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

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

*Gagner de nouveaux clients, la prospection efficace* - Frédéric Vendevre, Philippe Beaupré - édition Dunod

*Conquérir de nouveaux clients* - Pascal Py - édition d'organisation

*Concevoir et Piloter un plan d'actions commerciales* - Pascal Py - édition d'organisation

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

*Gestion de la relation client* - Ed Peelen - édition pearson education

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

## INTERNATIONAL NETWORKS MANAGEMENT

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 9

*Language:* English

*Learning outcomes:*

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

- Know tools and concepts related to international sales development, the selection of the good channel, the management of subsidiaries and international partnerships

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

- Manage sales middlemen and follow results with budgetary control
- Define the middleman's profile
- Create conditions of success using adapted tools
- Get long term loyalty from partners with good contract relationships
- Design scorecards and running tools

*Programme:*

Running the export – Export strategy – Export sales – Export control – Look for an export partner

*Bibliography:*

*Exporter* - Ubifrance – Ed. Les Editions Foucher

IPAC School of Management

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

*Manager dans la diversité culturelle* - B. THERY – Ed. Les Editions d'Organisation  
*The Channel Advantage* - L. G. FRIEDMAN, T. R. FUREY – Ed. Butterworth Heinemann  
*Le Vade Mecum de la vente opérationnelle aux grands comptes* - E. PLATNIC-COHEN – Ed. EMS Management & Société  
*Business Plan – Concevoir un business plan efficace* - R. STUTELY – Ed. Les Echos Editions  
*The Channel Advantage* - L. G. FRIEDMAN, T. R. FUREY – Ed. Butterworth Heinemann  
*The Art of War for Executives* - D. G. KRAUSE – Ed. Perigee Bouks – Berkley Publishing group  
*La prospection* - JM. SARHAN, B. BARRAINE, G. TERLIER, JM. GUEIT Ed. Les Editions Foucher  
*Développement et animation d'une force de vente à l'étranger* – Chambre de Commerce et d'industrie du Mans et de la Sarthe – Responsable de la publication : F. LANDIE  
*CRM Customer Relationship Management, La gestion de la relation client* - S. BROWN – PricewaterhouseCoopers – Ed. Village Mondial Pearson Education France  
*Concevoir un tableau de bord facile* – Outil de contrôle, de pilotage et d'aide à la décision – C. SELMER – Ed. Dunod

## INTERNATIONAL BUSINESS DEVELOPEMENT

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 10

*Language:* English

*Learning outcomes:*

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

- Understand the operations constraints related to an international development project management
- Know the different possible solutions to solve problems in this context

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

- Translate the theoretical approach of an international development project to a concrete business plan.
- Manage the relationship and the concordance between all departments concerned

*Programme:*

International finance – International marketing – International production – International buying and investments – International human resources – The different types of settlements and selling networks – International business plan

*Bibliography:*

*Commerce international Théorie, techniques et applications* - Naji Jammal - Pearson Education

*Economie internationale, 8<sup>e</sup>* - Paul Krugman, Maurice Obstfeld - Pearson Education

*International Business: Environments and Operations, 11<sup>e</sup>* - John D. Daniels, Lee H. Radebaugh - Prentice Hall, 2005.

*The Essence of International Business* - Beamish, Paul W - Prentice Hall 1997

## INTERNATIONAL LOGISTICS MANAGEMENT 2

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 10

*Language:* English

*Learning outcomes:*

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

- Master international logistics tools : selling contract, incoterms, documentary credit and RUU 600, insurances and legal aspects

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

- Identify the different flows related to international operations

*Programme:*

Physical and financial flows

*Bibliography:*

*Transports & Logistique* - J. Pons - HERMES 2005

*EXPORTER Pratique du commerce internationale* - Editions Foucher

## INTERNATIONAL PRODUCT AND BRAND DEVELOPEMENT

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* 10

*Language:* English

*Learning outcomes:*

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

- Know the concepts and methods related to the development of new products in an international context
- Know the advantages of innovating and the most frequent failure cases when launching a product in an international context
- Know the methods and strategies to develop a brand, manage a brand universe and the brand structure in an international context
- Know the emerging countries' specific needs and the adapted solutions for the future development of the company

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

- Propose solutions product-brand adapted to the future development of the company
- Evaluate the necessary investments and the organisational consequences related to new products/activities
- Coordinate the whole of the necessary actions to launch and follow new products on emerging markets

*Programme:*

International product management and strategy – Standardisation vs product adaptation – Product development methodology – Failure and success factors when launching a product – Emerging markets – brand and product management on emerging market – Brand management: strategies to create a universe and a brand structure – local and global branding

*Bibliography:*

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

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

## RELATIONSHIP MARKETING

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester I 0

*Language:* English

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*Learning outcomes:*

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

- Market concepts and methods related to relationship marketing

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

- Design a client's relationship strategy
- Define necessary tools, budgets and human needs
- Supervise actions' implementation

Analyse and follow results and make recommendations

*Programme:*

Introduction to RM, comparisons to traditional marketing activity – Concept of lifetime customers – Customer behaviour in services – CRM and the marketing process – Developing customer databases

*Bibliography:*

*The future of relationship marketing* - Jagadish N. Sheth - Journal of Services Marketing; Volume: 16 Issue: 7; 2002

*Relationship marketing: why bother?* - Tracy G. Harwood, Tony Garry - Handbook of Business Strategy; Volume: 7 Issue: 1; 2006

*The explanatory foundations of relationship marketing theory* - Shelby D. Hunt, Dennis B. Arnett, Sreedhar Madhavaram- Journal of Business & Industrial Marketing; Volume: 21 Issue: 2; 2006

*Defining relationship marketing: an international perspective* - Adrian Palmer - Management Decision; Volume: 35 Issue: 4; 1997 Conceptual Paper

*Demystifying the CRM conundrum* - Strategic Direction; Volume: 18 Issue: 7; 2002

*Understanding customer relationship management (CRM): People, process and technology* - Injazz J. Chen, Karen Popovich- Business Process Management Journal; Volume: 9 Issue: 5; 2003

*Mapping the re-engagement of CRM with relationship marketing* - Darryn Mitussis, Lisa O'Malley, Maurice Patterson European Journal of Marketing; Volume: 40 Issue: 5/6; 2006

APPRENDRE & ENTREPRENDRE

**INTERNATIONAL FINANCIAL STRATEGY**

*Number of ECTS credits:* 2 ECTS

*Number of hours:* 60 hours (15h in class+45h personal work)

*Assessment:* 1 examination (40%) + capstone case study (60%)

*Dates:* Semester 9

*Language:* English

*Learning outcomes:*

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

- Understand the globalization of financial monetary policy (the role of central banks), principles of international political economy
- Know the foreign exchange market
- Know financial instruments of protection for companies that trade internationally (swaps, forward contracts, options)

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

- Use relevant financial tools to protect companies that trade internationally
- Use corporate management of cash, marketable securities, receivable, inventories
- Be able strategic management of various sources of corporate short-term financing.

*Programme:*

Globalization of financial monetary policy – Principles of international political economy – The foreign exchange market – Financial instruments of protection for companies that trade internationally

*Bibliography:*

*Gestion et finance internationales, 10e éd.* - David Eiteman, Arthur Stonehill, Michael Moffett, M-H Bouchet, George Langlois, Patrick Salin - Pearson Education

*Foundations of Financial Management* - Block and Hirt - McGraw-Hill (International Edition)

- **Professional practice**

1st year: the professional experience in a company must last at least 6 months.

2nd year: the professional experience in a company is not mandatory as soon as the consulting mission is done within a company or an acquisition / creation.

- **Knowledge and skills evaluation**

Each seminar of the programme will be assessed during an exam (1<sup>st</sup> and 2<sup>nd</sup> year) or an individual or group project (2<sup>nd</sup> year).

1<sup>st</sup> year: In order to validate the skills acquired during the year, a capstone case study is proposed at the end of the year. The case study will be completed by a dissertation and an internship evaluation.

2<sup>nd</sup> year: In order to validate the skills acquired during the year, 2 case studies are proposed at the end of the year. The case studies will be completed by an internship evaluation and a consulting mission.

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

APPRENDRE & ENTREPRENDRE

- **Organisation**

Starting date 1st year: Monday 12 September 2011

11 weeks of class

Capstone case study and defence of Dissertation: from Monday 25 June to Friday 29 June 2012

Retake session 1st year: from Monday 27 August to Friday 31 August 2012

Starting date 2<sup>nd</sup> year: Monday 15 October 2012

15 weeks of class

Case studies and defence of Consulting mission: from Monday 24 June 2013 to Friday 5 July 2013

See Calendar at the end of the document

- **Graduation**

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

- obtain to all exams, all case studies, the dissertation, the internships follow-up, the consulting mission 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 300 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 already studied at IPAC School of Management have the opportunity to do their 1<sup>st</sup> year of the programme *Manager du Développement Commercial et Entrepreneuriat, spécialité International* in a partner institution abroad within our Erasmus and bilateral agreements.

Scholarships available.

Information at the International office:

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### • **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 CYCLE M Ière Année ANNECY

Semestre 1 : Du 03/10/11 au 03/02/12

Semestre 2 : Du 06/02/12 au 29/06/12

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

COURS	IPAC FERME	PARTIELS	ENTREPRISE	RATTRAPAGES
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# PLANNING PRÉVISIONNEL 2012 - 2013 CYCLE M 2ème Année GENEVE

Semestre 1 : Du 10/09/12 au 11/01/13

Semestre 2 : Du 14/01/13 au 17/06/13

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

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