



IPAC

SCHOOL OF MANAGEMENT

APPRENDRE & ENTREPRENDRE

MANAGER DES RESSOURCES HUMAINES MANAGER IN HUMAN RESOURCES

CONTENT:

1. GENERAL PRESENTATION

- IPAC School of Management
- French higher education system
- Courses catalogue at IPAC School of Management
- Rules and procedures
- Programme *Manager des Ressources Humaines*
- Certified skills
- Job positions

2. COURSE STRUCTURE

- Application procedure
- Admission procedure
- Registration procedure

3. CONTINUATION

4. GENERAL INFORMATION

5. USEFUL INFORMATION

- Course leaders and contacts

6. PROGRAMME DESCRIPTION

- List of subjects
- Professional practice
- Knowledge and skills evaluation
- Organisation
- Graduation

7. INTERNATIONAL

- Study abroad
- International transcript of records
- Diploma supplement



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.

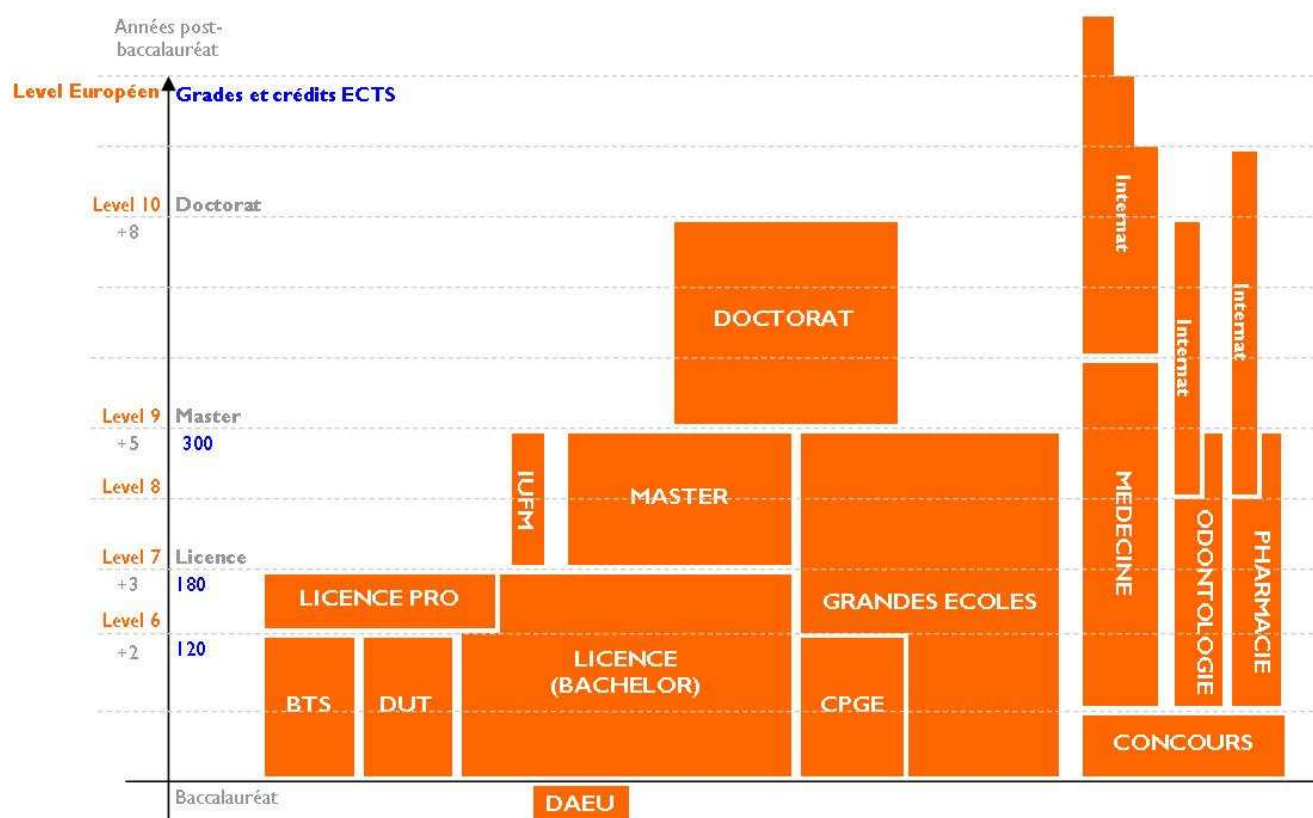
In March 2003, IPAC has obtained ISO 9001 certification, version 2000.

(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 des Ressources Humaines**

The objective of the programme *Manager des Ressources Humaines* is to prepare students to work for a European company, and more specifically for an international company in French speaking Switzerland. Candidates will :

- Manage teams of employees dealing with all legal and administrative tasks associated with human resource management and administration.
- Set up and animate development projects for the human resources of a company that is in line with the company general policy.

Graduate students will validate the RNCP degree, Level I “[Manager des ressources humaines](#)” / Manager of human resources (code NSF 315).

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**

Operations management

- Manage the HR department

Run and control the progression of projects (recurring and specific actions)

Control the respect of allocated budgets within the fiscal year

Make sure that there is a sufficient number of staff to maintain an effective functioning of the company

Communicate internally (employees, social partners, direction, other services)

Communicate externally to its professional environment

- Define an adapting and ambitious policy in the relations with the social partners

Management and expertise

- Within the defined policies, set up action plans or lead projects related to :

Recruitment

Carrier management (training, mobility, end of carrier) and management of all projects related to payment, working conditions, work load

- Advice the directions and operational and functional managers in the following fields:

The reflexion on action plans to lead

The set up of projects

The management of collective or individual crisis

Strategic management

- Define the HR company general policy in accordance with the company general development plan

Ensure that the adequacy between the HR policy and the employees satisfaction

Suggest an HR policy in relation with the financial capacity of the company

- Define the policy allowing the company to be in tune with its responsibility towards society
Define the legitimacy of the company within its environment
Develop a company culture that is taking into account its social responsibilities

- **Job positions**

Main Jobs or positions for “*Manager des ressources humaines*” graduates

Job positions for young graduates:

Junior Consultant– Recruitment Manager – HR assistant - Training Manager – Professional skills Manager– HR administrative manager – Career manager - Campus manager – Internal communication manager – Mobility administrator

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

Confirmed consultant – Confirmed Recruitment Manager – Confirmed Training Manager – Personnel Manager – Payment Manager – Temporary work manager – Vice HR director

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

HR Manager – Director of HR – Senior staff administrative manager – HR Information System manager – Payment director – Social partners manager



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 des Ressources Humaines course leaders: 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
ENTREPRENEURSHIP AND MARKETING STUDY UNIT	12	180H	Véronique Anthonioz - Charcusset
Strategic management	3	90	
Knowledge management	3	90	
HUMAN RESOURCES STUDY UNIT	6	180H	Michel Callot
Skills management – Career planning	3	90	
Psycho-sociology of work	3	90	
MANAGEMENT STUDY UNIT	9	270H	Hakime Mokrane
Intercultural management	3	90	
Human resource management	3	90	
Process management	3	90	
ADMINISTRATION AND FINANCE STUDY UNIT	9	270H	Olivia Bestenti and Jean-Paul Duparc
Financial diagnostics – Company diagnostics	3	90	
Cash management	3	90	
Controlling	3	90	
LANGUAGES AND CULTURE STUDY UNIT	7	210H	Françoise Argoud
English	4	120	
International business environment	3	90	
PROJECTS STUDY UNIT	23	1261H	
Internship	10	945	
Dissertation	10	300	
Capstone case study	3	16	
TOTAL	60	2371H	

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

Programme: 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 - Storhay, 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

HUMAN RESOURCES STUDY UNIT

SKILLS MANAGEMENT – CAREER PLANNING

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:

- Train judicial framework knowledge and historical knowledge of legal texts relating to professional training
- Master the Personnel competencies Management tools
- Know the legal texts regarding equity in professional training

- Know the management of professional mobility and expatriation.
- Use evolution grids (levels; coefficients)
- Understand collective labour agreements and the repercussions on post specifications

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

- Write a post description within a quality framework
- Motivate employees
- Use Personnel Administration tools and evaluate competences
- Elaborate tools to evaluate personnel competencies
- Develop employees' loyalty and detect potentials
- Optimise a training plan and its financing
- Be a driver of change, to argue and convince (direction/employees)

Programme :

Competencies management – Legal framework and issues – Methodology and tools – Competencies and quality management – Competencies management Impact

Bibliography :

Compétence et organisation qualifiante - AMADIEU Jean-François, CADIN Loïc - Economica, 1996

Le bilan de compétences - JORAS Michel - PUF, 2002

Audits des emplois et gestion prévisionnelle des ressources humaines - EGG Georges - Ed. d'Organisation, 1987

L'appréciation du personnel, mirage ou oasis ? - G. Trépo, N. Estellat et E. Oiry - Les Editions d'Organisation, 2002

Gérer les carrières - J.-L. Cerdin - Editions EMS, 2000

Recruter sans se tromper - V. Ernoult - Les Editions d'Organisation, 2004

La gestion des carrières, enjeux et perspectives - S. Guerrero, J.-L. Cerdin et A. Roger – Vuibert, 2004

Gestion des ressources humaines - Jean-Marie PERETTI - Collection VUIBERT ENTREPRISE

PSYCHO-SOCIOLOGY OF WORK

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:

- Define work through different approaches
- Know legal views

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

- Apply company psychology
- Reflect the nature and organisation of the component elements
- Elaborate a company strategy
- Adapt management
- Optimise employees' relations and functioning mode
- Conceive a company project and develop a company culture

Programme:

Objectives of work psychology – Labour history – What is work ? – Motivation process in work –The value of work – Mobbing , conflicts, claims and violence in the work place – Is the company projects a solution ? – The company culture

Bibliography :

Le Harcèlement moral: la violence perverse au quotidien - Marie-France Hirigoyen - Éditions La Découverte & Syros, Paris, 1998

Le plaisir de travailler, Favoriser L'implication - Maurice Thevenet, - Organisation Editions

Le Travail une valeur en voie de disparition - Dominique MEDA – Aubier

L'avenir du travail - J. Attali - Fayard et Institut Manpower, 2007

Les nouvelles approches sociologiques des organisations - Philippe Bernoux, Henri Amblard, Gilles Herreros, Yves-Frédéric Livian - Seuil, 2005.

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^{ème} 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

APPRENDRE & ENTREPRENDRE

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^{ème} édition - B. et F. Grandguillot - Galino, 2008

Mémento LMD – Analyse financière, 6^{ème} 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%)

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

2nd year:

Subjects	ECTS credits	Workload	Study unit coordinator
HR DEPARTMENT OPERATIONS STUDY UNIT	14	420H	Michel Callot
Recruitment policy	2	60	
Staff skills management	2	60	
Training policy	2	60	
Payment policy	2	60	
Working conditions policy	2	60	
Managing relations with local governing bodies	2	60	
Workforce evaluation interview	2	60	
HR MANAGEMENT EXPERTISE STUDY UNIT	10	300H	Michel Callot
Workforce mobility management	2	60	
Work organisation system	2	60	
International financial strategy	2	60	
Tools and software for HRM	2	60	
Subcontracting and outsourcing	2	60	
HR STRATEGIC MANAGEMENT STUDY UNIT	10	300H	Hakime Mokrane
Intercultural management	2	60	
Management and leadership	2	60	
Change management	2	60	
Corporate responsibility and ethics	2	60	
Social negotiation	2	60	
PROJECTS STUDY UNIT	26	1242H	
Capstone case study N°1	3	16	
Capstone case study N°2	3	16	
Internship	10	910	
Consulting mission	10	300	
TOTAL	60	2262H	

HR DEPARTMENT OPERATIONS STUDY UNIT

RECRUITMENT POLICY

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 9

Language: French

Learning outcomes:

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

- Know different recruitment tests and techniques
- Know the legal framework for recruitment

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

- Hold reflective tools allowing the strategic recruitment policy development.
- Optimize the process in terms of cost and timing.
- Detect potentials

- Evaluate candidates

Programme :

Reflecting on company policies in terms of required profiles – Recruitment process – Recruitment interview - Difficulties in recruitment – Professional integration

Bibliography :

Faire passer un entretien de recrutement Méthode à l'usage de tous les managers - Philippe Villemus - Collection Livres outils - Efficacité professionnelle janvier 2008
Nouveaux tests de recrutement - Collectif Studyrana 2008
Attention, chasseurs de têtes ! - Jean-Claude Lasanté - Bourin éditeur 2005
Entretiens professionnels : la fin du casse-tête - Mireille Brahic - Editions d'Organisation 2002
Tous les secrets d'un conseil en recrutement : L'envers du décor enfin dévoilé aux candidats - Maryvonne Labeille - Editions d'Organisation 2002
Chasseur de têtes à visage humain - Guy Moreno - Jacques-Marie Laffont, 2003
Maîtriser ses recrutements : comment réaliser un recrutement avec professionnalisme - Hélène de Falco - Dunod 2007
La posture du consultant en recrutement - Noel Communod - Editions Mirno Graphie 2003
Recrutement, les meilleures pratiques - Alain GAVAND - Collection références aux Editions d'Organisation 2005
La diversité dans l'entreprise, comment la réaliser ? - Yazid SABEG - Editions d'Organisation (2006)
L'embauche - La documentation française, 2010

STAFF SKILLS MANAGEMENT

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 10

Language: French

APPRENDRE & ENTREPRENDRE

Learning outcomes:

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

- Know the legal framework in Personnel Competences management
- Know what is at stakes in the forecasting management of employment and competencies for the company.
- Master the process for the personnel competencies Management

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

- Master the reflective skills allowing the set up of an adapted HR :
- Be able to assess the HR available
- Be able to provide for the actual and future company needs
- Manage the differences in work load
- Support the company performance development
- Anticipate the work force need
- Integrate the new members of staff
- Manage the senior employees
- Match the employees' competencies with company activity and evolution perspectives while identifying the more critical competencies.

Programme :

Legal framework for skills management – Identify the issues of the skills management approach – Feasibility diagnostics - Project communication – Measurement of current competencies – Anticipation of workforce needs – set up of a frame

of reference – Remuneration for competencies – Training and competences development – Integration of competencies management in recruitment – Competencies management and information management – Personnel competencies management and diversity – Follow up of personnel competencies management

Bibliography :

Guide pour la GPEC, Gestion prévisionnelle des emplois et des compétences - Françoise Kerlan - Collection Ressources humaines Eyrolles, juillet 2007

Audit social, meilleures pratiques, méthodes, outils - Jean-Marie Peretti et Jacques Igalens - Eyrolles, 2008

Le bilan de compétences - JORAS Michel - PUF, 2002

Audits des emplois et gestion prévisionnelle des ressources humaines - EGG Georges - Ed. d'Organisation, 1987.

15 alternatives de raisonnement pour une GPEC efficace - Le Boterf - Editions d'organisations, 2008

GPEC, Pour une stratégie durable et adaptable - A. Labruffe - AFNOR 2008

TRAINING POLICY

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 9

Language: French

Learning outcomes:

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

- Know about training programmes and policies
- Know evolution of the judicial texts
- Know about the 2009 reform
- Know about the different training financing possibilities

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

- Build a balanced training programme in accordance with the employees expectations
- Be able to inform employees about their right for training
- Use training as a competences enhancer and management tool
- See training as a strategic point
- Know the legal framework
- Optimize the training budget
- Make use the existing programmes
- Optimize the relation with the specific training financing body
- Developing external financing

Programme :

Legal framework – Training programme – Elaboration of the training programme – Relation between training and career management – The different national professional training programmes – Company training budget – Training evaluation

Bibliography :

Gestion des ressources humaines - Jean-Marie PERETTI - Collection VUIBERT ENTREPRISE

Concevoir son plan de formation - Madeleine Doubet - GERESO 2007

Ingénierie de formation pour l'entreprise : Analyser, Concevoir, Réaliser, Evaluer - Thierry Ardouin - Dunod; Édition : 2e édition 2006

Manager la formation - Alain Meignant - Groupe Liaisons, 7e édition, 2006

Le financement de la formation professionnelle Comprendre, maîtriser et optimiser votre budget formation - Philippe Bernier - Dunod, 2007

Formation professionnelle : accord national interprofessionnel et lettre paritaire du 20 septembre 2003 - Liaisons sociales, Législation sociale, D1/263, n° 8415

Réforme de la formation professionnelle : quels impacts sur les entreprises ? - Entreprise et carrières, n° 704

Guide FORMATION PROFESSIONNELLE CONTINUE - Editions législatives 2010

PAYMENT POLICY

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 9

Language: French

Learning outcomes:

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

- Know the latest practises in payment
- Know the judicial environment
- Master the social and fiscal aspects of payment

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

- Build a competitive and profitable payment system
- Develop the reflexion and working tools to determine a salary or a salary grid...
- Optimize the payroll
- Elaborate an innovative payment strategy to attract talents.

Programme :

Different types of payment – Salary specificities – Deal with the evolution of payroll – Set a salary – Balance a payment system – Directors and managers payment – Specific contracts beneficiary payment – Departure bonus – Last legal issues

Bibliography :

Bâtir une stratégie de rémunération - Bernard Romand - Dunod 2006

Etude comparative des liaisons entre rémunération, motivation et satisfaction des cadres et des non-cadres - Igalens J. et Roussel P - Revue de Gestion des Ressources Humaines, n° 19

Les rémunérations, politiques et pratiques pour les années 2000 - Peretti J.M. et Roussel P. - Editions Vuibert 2000

La paye 2010-2011 - Sabine Lestrade - Hachette

Contrôle de gestion sociale juillet 2009 - Bernard Martory – Vuibert

Le salaire - La documentation française 2009

L'épargne salariale - C. Massot-Cazaux - GERESO, octobre 2009

La masse salariale - Jean-Pierre Taïeb et Françoise Le Huerou - Dunod 2008

WORKING CONDITIONS POLICY

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 10

Language: French

Learning outcomes:

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

- Know the economical and social aspects at stake in working conditions improvement
- Understand the process to improve working conditions
- Set up improvement actions
- Acquire the technical and judicial knowledge in order to improve the working conditions for sustainable development.

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

- Be able to identify, foresee, and analyse all professional risks
- Be able to animate the health and safety committee (CHSCT)
- Be a suggesting force in terms of working conditions improvement

Programme :

The judicial framework – The controlling actors and bodies – The risks at work– Risks prevention – Vulnerable population protection – The financial constraints and health at work

Bibliography :

Souffrir au travail, comprendre pour agir - Dominique HUEZ - Ed. Privé, 2008

La détermination, la mesure et le suivi des risques psychosociaux au travail - Patrick Légeron et Philippe Nasse - Rapport à la demande du ministère du Travail, mars 2008

Pour une politique de santé dans l'entreprise - Moreau, Marie-Ange - Droit social n° 9/10, 01/09/2002

Conditions de travail : les enseignements de vingt ans d'enquête - Thomas Coutrot , Jennifer Bué , Isabelle Puech - Publications de la DARES Paru le : 01/11/2004: Octarès Editions

Les conditions de travail - Michel Gollac, Serge Volkoff - Ed la découverte 2007

Psychologie du travail - Guy Karna - Collection que sais-je, PUF

Code du travail – Dalloz 2010

MANAGING RELATIONS WITH LOCAL GOVERNING BODIES

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 9

Language: French

Learning outcomes:

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

- Measure the legal texts evolutions, and the administrative tasks associated (taxation, social insurance, security, sanitary and environmental norms...)

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

- Understand the nature and tonality of the dialogue to establish with the social environment members.
- Secure the company in terms of social and fiscal obligations

Programme :

Description and roles for the main administration bodies in relations with the HR department – The environmental constraints – The disciplinary penalties – The redundancy procedure – The URSSAF control process – The fiscal control – Visit of the work inspector – litigation management – Prud'hommes regulating body – Towards a simplification of procedures?

Bibliography :

Droit du travail, Droit vivant – Ray – Liaisons 2002

Mémento pratique social – Lefebvre 2008

Code du travail – Dalloz 2010

Droit du travail - Susana Lopes Dos Santos - Hachette 2010

Gestion fiscale et relations avec l'administration des impôts - Tome I - A. Lieutier – Ed Corroy

Les prud'hommes : actualité d'une justice bicentenaire - Ed. du Croquant, 2008

Point et pratique du contrôle Urssaf - D Rigaud - Ed Liaisons 2003

Quand l'Urssaf vous contrôle - J Joué-Degorgue - Ed Organisations 2004

Le travail jetable - G Filoche - Ed Ramsay 1997

L'inspection du travail - P Ramackers - Que sais-je ? 1997 PUF

WORKFORCE EVALUATION INTERVIEW

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 10

Language: French

Learning outcomes:

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

- Know legal framework and professional interview
- Know the different steps in an interview

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

- Build an objective personnel evaluation plan : chose the methods, set objectives
- Use (or conceive) an evaluation tool.
- Identify and adopt efficient behaviour to conduct an interview and lead a fair evaluation that is conform to the company objectives

Programme :

Assessment interview – Employees assessment – Interview process – Relational behaviour for successfully conducting interviews – Importance of the annual interview : advantages for the manager, company and employees

Bibliography :

Réussir son entretien annuel d'évaluation - Anne-Françoise Rabaud - Action Commerciale N°234

L'entretien d'évaluation, Comment s'y comporter, Comment le mener - Jacques Teboul - Dunod 2005

Mener un entretien annuel : Révélez vos talents de manager ! - Stéphanie Feliculis, Laurence Saunder - Eyrolles 2008

HR MANAGEMENT EXPERTISE STUDY UNIT

WORKFORCE MOBILITY MANAGEMENT

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 10

Language: French

Learning outcomes:

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

- Acquire a judicial and fiscal knowledge integrating payment techniques with a human view in order to deal efficiently with international mobility.
- Understand the social and economical factors at stake and their influences on the existing human resources policy

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

- Be able to measure and set up a mobility plan in case of major change in the company
- Master the expatriation management

Programme :

Definition of mobility – Rules and laws – Introduction to international taxation system – Remuneration calculation – relocation policies – Stress and mobility – The company and the challenge of mobility – The conditions for success

Bibliography :

Organiser la mobilité interne de ses salariés - Isabelle Desmidt - Gereso 2007

La mobilité professionnelle : enjeux économiques et sociaux - DEVELOPPEMENTS, n°35, 01/2004

Interne ou externe, deux visages de la mobilité professionnelle - Thomas AMOSSE - INSEE PREMIERE, n° 921, 09/2003

Les mobilités professionnelles : de l'instabilité dans l'emploi à la gestion des trajectoires - GERME Jean-François, MONCHATRE Sylvie, POTTIER François - LA DOCUMENTATION FRANCAISE, 2003

Mobilité professionnelle - DELARRE Sébastien, DUHAUTOIS Richard, CRAGUE Gilles - ECONOMIE ET STATISTIQUE, 2003

Les mobilités en début de vie professionnelle : externes ou internes aux entreprises, des évolutions aux effets très différents - DUPRAY Arnaud - BULLETIN DE RECHERCHE SUR L'EMPLOI ET LA FORMATION, 02/2005

Métier, accès à la formation continue et mobilité professionnelle - LAINE Frédéric - PREMIERES SYNTHESSES, 06/2002

Trajectoires professionnelles et mobilité de la main-d'oeuvre : la construction sociale de l'employabilité - OUTIN Jean-Luc - SOCIOLOGIE DU TRAVAIL, n° 4

La gestion de la mobilité géographique des salariés - Le cas de Technicatome - Olivier Roques, Alain Roger - Revue française de gestion, 2004

WORK ORGANISATION SYSTEM

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 9

Language: French

Learning outcomes:

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

- Be familiar with the different departments of the company
- Understand the general structure of a company
- Organize work units
- Be familiar with the different types of work organization

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

- Understand what is at stake in a company work organization.
- Adapt work organization to the constraints of competition
- Reflect, prepare, negotiate, and support the set up of an efficient work organization.

Programme :

Work organization theories – Organization of a company – The different structures in a company – Present the challenges of the work organization – Be familiar with and apply work organizations rules - Emphasize efficiency through work organization – The new forms of work organization

Bibliography :

Négocier la flexibilité 2000 - Muneto Ozaki - International Labour Organization

Le travail sans qualités. Les conséquences humaines de la flexibilité - SENNETT R. - Albin Michel, 2000

La société flexible, Travail, Emploi, Organisation en débat - Matthieu de NATEUIL, Miribel et Assaâd El Akremi - ERES (2005)

Comportement organisationnel: Volume 1: Contrat psychologique, émotions au travail et socialisation organisationnelle - Delobbe, N., Herrbach, O., Lacaze, D., Mignonac, K. - De Boeck 2005

Le télétravail, une vague silencieuse. Enjeux socio-économiques d'une nouvelle flexibilité - Taskin, L. et Vendramin, P. - PUL, coll. e-management 2004

Les flexibilités en Europe: Pratiques, décisions et négociations - Nanteuil-Miribel, M., Léonard, E., Schots, M. et Taskin, L. – PUL 2004

Les tensions de la flexibilité - Périlleux, T. - DDB 2008

La flexibilité du travail et de l'emploi - Jean-Claude Barbier, Henri Nadel - Flammarion, 2000

Théorie générale de l'emploi, de l'intérêt et de la monnaie - J. M. KEYNES - Payot, 1988

Le travail, une valeur en voie de disparition - Dominique Méda – 1995 Edition 2010 en essai poche

L'entreprise virtuelle ou les nouveaux modes de travail - Denis Etthighoffer - Editions Odile Jacob 1992

L'entreprise polycellulaire, pour penser l'entreprise de demain - Hubert Landier - Entreprise moderne édition 1989

Des PME en chambre - Michel Lallement - L'harmattan, 1990

Travailler moins pour travailler tous - Guy Aznar - Syros, 1993

Le télétravail - Patrick Duncombe - Nathan, 1995

Le travail en question - Rolf Osterbert - Guy Tredaniel éditeur, 1995

L'entreprise à l'âge du virtuel - W. Dawidow, M. Malone - 1995

Rapport de la commission du commissariat général au plan, Le travail dans 20 ans - Jean Boissonat - Editions Odile Jacob 1995

Le travail au 21ème siècle - Ouvrage collectif - Dunod, 1995

Management d'entreprise et stratégie du go - Francis Touazi, Cecile Gevrey - Nathan, 1994

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)

TOOLS AND SOFTWARE FOR HRM

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester I 0

Language: French

Learning outcomes:

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

- Have knowledge of the main actors
- Have knowledge of the main functions

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

- Follow up performances
- Optimize the HR management with IT tools
- Establish the requirements and do a comparative study in order to choose the most efficient tools

Programme :

Performance management and performance indicators – Different types of software in HR management – Other tools in HR

Bibliography :

Fonctions RH : Politiques, métiers et outils des ressources humaines - Maurice Thévenet Cécile Dejoux Eléonore Marbot , Anne-Françoise Bender - PEARSON EDUCATION 2007

Les tableaux de bord RH : Construire, mettre en œuvre et évaluer le système de pilotage - Joëlle Imbert - Eyrolles 2007

Les outils de la GRH - Guerrero - Dunod 2004

Gestion des ressources humaines - Jean-Marie Peretti - Vuibert édition 2006-2007

Les tableaux de bord RH - Jean-Yves Le Louarn - Editions Liaisons, 2008

Piloter la performance - R - B. Martory - Editions Liaisons, 2008

SUBCONTRACTING AND OUTSOURCING

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester I 0

Language: French

Learning outcomes:

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

- Know the legal Framework in interim work and subcontracting

- Identify the obligations in terms of safety and security in the work place
- Secure subcontracting contracts

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

- Measure the liabilities and penal risks in case of hiring of external staff
- Prevent risks in case of external staff hiring

Programme :

Definitions – Objectives – The different possibilities of externalisation – The judicial framework – The role of the staff representative – Measuring risks – Selection of staff providers

Bibliography :

Externalisation RH Guide pratique et questions clés - Thomas Chardin, Patrick Bouvard - Collection Livres outils - Ressources humaines, octobre 2008

Externaliser Pourquoi – Comment ? - Isabelle Renard - Collection Livres outils, novembre 2003

Préparer, décider et mettre en œuvre l'externalisation d'activités stratégiques - Jérôme Barthélémy - Collection: Stratégies et Management, Dunod, 2007 - 3ème édition

La sous-traitance interne - Ouvrage collectif de l'INRS Sous la direction de Michel Héry - Editeur : EDP Sciences, Collection Avis d'Experts 2009

HR STRATEGIC MANAGEMENT STUDY UNIT

INTERCULTURAL MANAGEMENT

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 10

Language: English

Learning outcomes:

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

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

Programme :

Bibliography :

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

CHANGE MANAGEMENT

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester 10

Language: French

Learning outcomes:

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

- Understand and apply a strategy change by informing the employees beforehand and support the direction and the employees in the changes.

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

- Prepare, improve and follow up changes to preserve the cohesion and staff motivation in case of reorganization, change of direction, certification, or merge.

Programme :

Understanding the factors for change in a company – Causes of resistance to change – Change levers – Different degrees of change – Factors of success for change – Successfully Leading changes – Tutoring change – Taking into account the human dimension

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

CORPORATE RESPONSIBILITY AND ETHICS

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester I 0

Language: French

Learning outcomes:

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

- Anticipate risks for the direction: URSSAF control,
- Work labour inspection Authorities, commissioner of accounts ...
- Be familiar with the health and safety issues

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

- Deal with the responsibilities at stake for the direction and the company
- Measure the impact and responsibilities of the HR management for the company
- Know the risks in decision taking and prevent them

Programme :

HR audit and conformity to national and international regulations – Organize and apply a corporate social responsibility in HR – Civil responsibility- Penal responsibility – The senior managers responsibility in relation with the company responsibility – Environmental responsibility – The economical responsibility

Bibliography :

La responsabilité sociale de l'entreprise, Comprendre, rédiger le rapport annuel - Michel Joras, Jacques Igalens - Les éditions d'organisation, 2002

Le rapport RSE, un outil de légitimation - Jacques Igalens - ROR Eska, 2007

Audit social - Martine Combemale, Jacques Igalens - Que sais-je, PUF, 2005

Le management du risque social - Hubert Landier, Daniel Labbé - Editions d'organisation 2004

La responsabilité sociale de l'entreprise - Igalens J., Joras M. - Ed. d'Organisations 2002

L'entreprise responsable - Chauveau A., Rosé J-J - Ed. d'Organisations 2003

Mythes et Réalités de l'Entreprise Responsable - Capron M., Quairel-Lanoizelée F, - Ed. La Découverte, 2004

Les entreprises seront-elles un jour responsables ? - Descolonges M., Saincy B, - Ed. La Dispute, 2004

SOCIAL NEGOTIATION

Number of ECTS credits: 2 ECTS

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

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

Dates: Semester I 0

Language: French

Learning outcomes:

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

- Understand the relations between the structures of representation of the employees and the direction to lead more efficient negotiations.
- Identify specificities linked to social negotiation and the principal reasons for failure.

- Develop one's personal approach of social negotiation.
- Master communication techniques in a context of social negotiation, Identify the causes of negotiation failure and anticipate conflicts (leading a crisis committee)
- Conduct successful negotiation to put an end to conflicts.
- Lead the different steps of negotiation with social partners (preparation to final agreement).

Programme :

Measuring tools of the labour relations climate – Different types of negotiation and specificities – Preventive negotiations – Legally required negotiations– Negotiations linked to a conflict– Preparing negotiations – Conducting negotiation effectively – Concluding an agreement – Supporting the application of an agreement

- **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 (1st and 2nd year) or an individual or group project (2nd year).

1st 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.

2nd year: In order to validate the skills acquired 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.

APPRENDRE & ENTREPRENDRE

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 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 2nd 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 1st year of the programme *Manager des Ressources Humaines* in a partner institution abroad within our Erasmus and bilateral agreements. Scholarships available.

Information at the International office:

Géraldine HUSSENOT / ghussenot@ipac-france.com / 04 50 45 32 47

Audrey ABBONEN / aabbonen@ipac-france.com / 04 50 45 32 47

• **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

APPRENDRE & ENTREPRENDRE

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	Mardi 1	Jeudi 1	Dimanche 1	Mercredi 1	Jeudi 1	Dimanche 1	Mardi 1	Vendredi 1	Dimanche 1	Mercredi 1	Samedi 1			
Mardi 31	Vendredi 2	Dimanche 2	Mercredi 44	Vendredi 2	Lundi 2	Jeudi 2	Vendredi 2	Lundi 2	Mercredi 18	Samedi 2	Lundi 2	Jeudi 2	Dimanche 2			
Mercredi 3	Samedi 3	Lundi 3	Jeudi 3	Samedi 3	Mardi 1	3	Vendredi 3	Samedi 3	Mardi 14	3	Jeudi 3	Dimanche 3	Mardi 3	Vendredi 3	Lundi 3	
Jeudi 4	Dimanche 4	Mardi 40	4	Vendredi 4	Dimanche 4	Mercredi 4	Samedi 4	Dimanche 4	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	Dimanche 5	Lundi 5	Jeudi 5	Samedi 5	Mardi 23	5	Jeudi 5	Dimanche 5	Mercredi 5	5	
Samedi 6	Mardi 36	6	Jeudi 6	Dimanche 6	Mardi 49	6	Vendredi 6	Lundi 6	Mardi 10	6	Vendredi 6	Dimanche 6	Mercredi 6	Vendredi 6	Lundi 6	Jeudi 6
Dimanche 7	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	Dimanche 8	Mercredi 8	Jeudi 8	Dimanche 8	Mardi 8	Vendredi 8	Dimanche 8	Mercredi 8	Samedi 8	8	8
Mardi 32	Vendredi 9	Dimanche 9	Mercredi 9	Vendredi 9	Lundi 9	Jeudi 9	Vendredi 9	Lundi 9	Mercredi 19	9	Samedi 9	Lundi 9	Jeudi 9	Dimanche 9	Mercredi 9	9
Mercredi 10	Samedi 10	Lundi 10	Jeudi 10	Samedi 10	Mardi 2	10	Vendredi 10	Samedi 10	Mardi 15	10	Jeudi 10	Dimanche 10	Mardi 28	10	Vendredi 10	Lundi 10
Jeudi 11	Dimanche 11	Mardi 41	11	Vendredi 11	Dimanche 11	Mercredi 11	Samedi 11	Dimanche 11	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	Dimanche 12	Lundi 12	Jeudi 12	Samedi 12	Mardi 24	12	Jeudi 12	Dimanche 12	Mercredi 12	12	12
Samedi 13	Mardi 37	13	Jeudi 13	Dimanche 13	Mardi 50	13	Vendredi 13	Lundi 13	Mardi 11	13	Vendredi 13	Dimanche 13	Mercredi 13	Vendredi 13	Lundi 13	Jeudi 13
Dimanche 14	Mercredi 14	Vendredi 14	Lundi 14	Mercredi 14	Samedi 14	Mardi 7	14	Mercredi 14	Samedi 14	Lundi 14	Jeudi 14	Samedi 14	Mardi 33	14	Vendredi 14	14
Lundi 15	Jeudi 15	Samedi 15	Mardi 46	15	Jeudi 15	Dimanche 15	Mercredi 15	Jeudi 15	Dimanche 15	Mardi 20	15	Vendredi 15	Dimanche 15	Mercredi 15	Samedi 15	15
Mardi 33	Vendredi 16	Dimanche 16	Mercredi 16	Vendredi 16	Lundi 16	Jeudi 16	Vendredi 16	Lundi 16	Mercredi 16	Samedi 16	Lundi 16	Jeudi 16	Dimanche 16	Mercredi 16	Lundi 16	16
Mercredi 17	Samedi 17	Lundi 17	Jeudi 17	Samedi 17	Mardi 3	17	Vendredi 17	Samedi 17	Mardi 16	17	Jeudi 17	Dimanche 17	Mardi 29	17	Vendredi 17	Lundi 17
Jeudi 18	Dimanche 18	Mardi 42	18	Vendredi 18	Dimanche 18	Mercredi 18	Samedi 18	Dimanche 18	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	Dimanche 19	Lundi 19	Jeudi 19	Samedi 19	Mardi 25	19	Jeudi 19	Dimanche 19	Mercredi 19	19	19
Samedi 20	Mardi 38	20	Jeudi 20	Dimanche 20	Mardi 51	20	Vendredi 20	Lundi 20	Mardi 12	20	Vendredi 20	Dimanche 20	Mercredi 20	Vendredi 20	Lundi 20	Jeudi 20
Dimanche 21	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	Dimanche 22	Mercredi 22	Jeudi 22	Dimanche 22	Mardi 21	22	Vendredi 22	Dimanche 22	Mercredi 22	Samedi 22	22
Mardi 34	Vendredi 23	Dimanche 23	Mercredi 23	Vendredi 23	Lundi 23	Jeudi 23	Vendredi 23	Lundi 23	Mercredi 23	Samedi 23	Lundi 23	Jeudi 23	Dimanche 23	Mercredi 23	23	23
Mercredi 24	Samedi 24	Lundi 24	Jeudi 24	Samedi 24	Mardi 4	24	Vendredi 24	Samedi 24	Mardi 17	24	Jeudi 24	Dimanche 24	Mardi 30	24	Vendredi 24	Lundi 24
Jeudi 25	Dimanche 25	Mardi 43	25	Vendredi 25	Dimanche 25	Mercredi 25	Samedi 25	Dimanche 25	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	Dimanche 26	Lundi 26	Jeudi 26	Samedi 26	Mardi 26	26	Jeudi 26	Dimanche 26	Mercredi 26	26	26
Samedi 27	Mardi 39	27	Jeudi 27	Dimanche 27	Mardi 52	27	Vendredi 27	Lundi 27	Mardi 13	27	Vendredi 27	Dimanche 27	Mercredi 27	Vendredi 27	Lundi 27	Jeudi 27
Dimanche 28	Mercredi 28	Vendredi 28	Lundi 28	Mercredi 28	Samedi 28	Mardi 9	28	Mercredi 28	Samedi 28	Lundi 28	Lundi 28	Jeudi 28	Samedi 28	Mardi 35	28	Vendredi 28
Lundi 29	Jeudi 29	Samedi 29	Mardi 48	29	Jeudi 29	Dimanche 29	Mercredi 29	Jeudi 29	Dimanche 29	Mardi 22	29	Vendredi 29	Dimanche 29	Mercredi 29	Samedi 29	29
Mardi 35	Vendredi 30	Dimanche 30	Mercredi 30	Vendredi 30	Lundi 30	30	Vendredi 30	Lundi 30	Mercredi 30	Samedi 30	Lundi 30	Samedi 30	Lundi 30	Jeudi 30	Dimanche 30	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	31	31	31

COURS	IPAC FERME	PARTIELS	ENTREPRISE	RATTRAPAGES
-------	------------	----------	------------	-------------

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

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

COURS IPAC FERME PARTIELS ENTREPRISE RATTRAPAGES