Université Catholique de l'Ouest

College of Law, Economics, Management and Political Science

Angers Campus



Catalogue of courses offered in English

Academic year 2026-2027

Acronyms and Translations

French	English
Cours magistral (CM)	Lecture classes
Travaux dirigés (TD)	Groupwork classes
Faculté	College

Academic Calendar*

Fall semester

- Classes: early September - mid-December
- Exam period: mid-December - mid-January

Spring semester

- Classes: early January - mid-May
- Exam period: mid-May - mid-June

Dates are approximate as they vary for each degree.

Please note that we cannot guarantee the availability of all courses, and program details are subject to change.

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SHORT LIST OF COURSES (WITH SYLLABI AT THE END OF THE CATALOGUE)

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2026/27 Courses' choice by topic - COURSES TAUGHT IN ENGLISH Semesters 1, 3, and 5 (September - December)

TOPICS	COURSE 1	COURSE 2	COURSE 3	COURSE 4	COURSE 5
ECONOMICS, MATHS AND FINANCE	D-LGIEE-S1-90 (bachelor) : Introduction to economic analysis (3 ECTS)	D-LGIEE-S1-88 (bachelor) : General Accounting 1 (6 ECTS)	D-MGBA-S1-32 (master) : Fundamental of Business Economics (2 ECTS)	D-MGBA-S1-40 (master) : International Business Economics (3 ECTS)	D-MGBA-S1-33 (master) : Principles of Financial Accounting (3 ECTS)
	D-LGIEE-S1-95 (bachelor) : Mathematics for economics and management 1 (4 ECTS)	D-LGIEE-S3-66 (bachelor) : Mathematics for economics and management 2 (4 ECTS)			
BUSINESS ADMINISTRATION AND MANAGEMENT	D-LGIEE-S1-97 (bachelor) : Principles of management and CSR (6 ECTS)	D-LGIEE-S3-65 (bachelor) : Entrepreneurship and the economic theory of the firm (2 ECTS)	D-LGIEE-S5-30 (bachelor) : International business environment and sustainability (4 ECTS)	D-LGIEE-S5-32 (bachelor) : Business and commercial planning (2 ECTS)	D-MSCRH-S3-74 (master) : Career and team management in an international env. (3 ECTS)
	D-LGIEE-S5-32 (bachelor) : Business ethics and CSR (4 ECTS)	D-LGIEE-S5-34 (bachelor) : Anglo-saxon business law (4 ECTS)	D-MGBA-S1-34 (master) : Innovation Management (3 ECTS)		
MARKETING	D-LGIEE-S3-57 (bachelor) : Principles of marketing (3 ECTS)	D-MGBA-S1-36 (master) : Marketing and Consumer Behavior (2 ECTS)			
INTERNATIONAL RELATIONS	D-MSCPO-S1-28 (master) : Sociology of international relations (3 ECTS)	D-MSCPO-S1-27 (master) : Migration and environmental issues (3 ECTS)	D-MSCPO-S1-29 (master) : Tools of diplomacy (2 ECTS)	D-MSCPO-S3-? (master) : Regional Issues and Diplomacy (3 ECTS)	D-MDRPR-S3-? (master) : Geopolitics and international economic relations (2 ECTS)
	D-MSCRH-S3-67 (master) : International mobility and expatriation (2 ECTS)				
LAW	D-LDROI-S3-137 (bachelor) : Introduction to the common law 1 (2 ECTS)	D-MDRPR-S1-? (master) : International business law (3 ECTS)			
POLITICAL SCIENCE	D-LSCPO-S5-184 (bachelor) : Political Parties in the English-Speaking World (3 ECTS)	D-LSCPO-S5-182 (bachelor) : Africa's Contemporary Political Issues (3 ECTS)	D-MSCPO-S3-? (master) : European politics (3 ECTS)	D-MSCPO-S3-? (master) : Energy policies (2 ECTS)	
ENGLISH	D-LGIEE-S1-86 (bachelor) : English (4 ECTS)	D-LGIEE-S3-48 (bachelor) : English (2 ECTS)	D-LGIEE-S5-76 (bachelor) : Business English (4 ECTS)	D-MGBA-S1-33 (master) : Foreign language: English (3 ECTS)	

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2026/27 Courses' choice by topic - COURSES TAUGHT IN ENGLISH Semesters 2, 4, and 6 (January - June)

TOPICS	COURSE 1	COURSE 2	COURSE 3	COURSE 4	COURSE 5
ECONOMICS, MATHS AND FINANCE	D-LGIEE-S2-75 (bachelor) : Statistics for economics and management (4 ECTS)	D-LGIEE-S4-79 (bachelor) : International economics (4 ECTS)	D-LGIEE-S4-78 (bachelor) : Monetary and financial economics (2 ECTS)	D-LGIEE-S6-50 (bachelor) : Financial markets and institutions (6 ECTS)	D-LGIEE-S6-57 (bachelor) : Financial theory : corporate finance and portfolio management (5 ECTS)
BUSINESS ADMINISTRATION AND MANAGEMENT	D-MGBA-S2-34 (master) : Business Strategy (3 ECTS)	D-MGBA-S2-31 (master) : Supply Chain Management (3 ECTS)	D-LGIEE-S6-52 (bachelor) : International trade and strategy (6 ECTS)	D-LGIEE-S6-51 (bachelor) : Data analysis management (2 ECTS)	D-LGIEE-S2-76 (bachelor) : Logic (2 ECTS)
MARKETING	D-LGIEE-S6-47 (bachelor) : International Marketing (5 ECTS)	D-LGIEE-S6-53 (bachelor) : Digital marketing (4 ECTS)	D-MGBA-S2-34 (master) : International Marketing (2 ECTS)	D-LGIEE-S2-80 (bachelor) : Digital transformation and sustainability (2 ECTS)	
INTERNATIONAL RELATIONS	D-MSCPO-S2-31 (master) : NGO governance (2 ECTS)	D-MSCPO-S2-30 (master) : Foreign policy analysis (3 ECTS)	D-LGIEE-S6-56 (bachelor) : European integration and sustainable growth (2 ECTS)	D-MGBA-S2-38 (master) : International strategy (3 ECTS)	
LAW	D-LGIEE-S4-81 (bachelor) : Corporate law (2 ECTS)	D-LGIEE-S4-82 (bachelor) : European business law (4 ECTS)			
POLITICAL SCIENCE	D-LSCPO-S6-138 (bachelor) : Environmental governance (5 ECTS)	D-LSCPO-S6-139 (bachelor) : Parcours GSI - Ethics of War (3 ECTS)			
ENGLISH	D-LGIEE-S2-93 (bachelor) : English (4 ECTS)	D-LGIEE-S4-76 (bachelor) : Business English (2 ECTS)	D-MGBA-S2-33 (master) : Foreign language: English (3 ECTS)	A-ATETAHS -P-110 (bachelor) : ET92B - History of French Art (2 ECTS)	

FULL LIST OF COURSES (SYLLABI AVAILABLE ON REQUEST UPON YOUR ARRIVAL IN SEPTEMBER OR JANUARY)

INTERNATIONAL MANAGEMENT, ECONOMICS AND BUSINESS ETHICS – BACHELOR'S DEGREE

1ST YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 1	
English	4
General accounting I	6
History of economic thought	2
Mathematics for economics and management 1	4
Introduction to economic analysis	3
Ethics	2
Research methodology	1
Principle of management and CSR	6

1ST YEAR, SPRING SEMESTER

COURSE	CREDITS
Semester 2	
English	4
Logic	2
Social doctrine of the church : intercultural approach	2
Digital transformation and sustainability	2
Foundation of law	2
Digital transformation and sustainability	2
Statistics for economics and management	4
Microeconomics principles	5

2ND YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 3	
English	2
Mathematics for economics and management 2	4
Entrepreneurship and the economic theory of the firm and markets	2
Career development	2
Introduction to Environment & Sustainable Development 1	2
Macroeconomic principles	5
Business law	2
Principles of marketing	3

2ND YEAR, SPRING SEMESTER

COURSE	CREDITS
Semester 4	
English	2
Monetary and financial economics : a christian approach	4
International economics	2
Market research and analysis	2
Digital project management	2
Corporate law	2
European business law	4
Fundamental anthropology	2
History of French art	2

3RD YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 5	
Business English	4
International business environment and sustainability	4
Anglo-Saxon business Law	4
Game theory for business	2
Introduction to economics	2
Business and commercial planning	2
Business ethics and CSR	4

3RD YEAR, SPRING SEMESTER

COURSE	CREDITS
Semester 6	
European integration and economic growth	2
Virtues ethics	2
Advanced macroeconomics	2
Data analysis for management	2
Organizational Behavior & HR Management	2
International trade and strategy	6
International marketing	5
Digital marketing	4
Financial markets and institutions	6
Financial theory: corporate finance and portfolio management	5

POLITICAL SCIENCE - BACHELOR'S DEGREE

3RD YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 5	
Parcours GSI - Africa's Contemporary Political Issues	3
Parcours GSI - Political Parties in the English-Speaking World	3

3RD YEAR, SPRING SEMESTER

COURSE	CREDITS
Semester 6	
Environmental governance	5
Parcours GSI - Ethics of War	3

MASTER'S DEGREE IN BUSINESS ADMINISTRATION (MBA)

1ST YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 1	
Fundamentals of Business Economics	2
Quantitative analysis techniques	3
Philosophy of Management and Organisations	3
Project management	2
Corporate Finance	2
Principles of Financial Accounting	3
International business economics	3
Marketing and Consumer Behavior	2
Digital transformation	2
Innovation management	3
Working life basics	2
Foreign language: English	3

1ST YEAR, SPRING SEMESTER

COURSE	CREDITS
Semester 2	
Business strategy	3
Fundamental of ethics	2
Financial Statement Analysis, Trust & Responsability	3
Managerial accounting	2
International strategy	3
International marketing	2
Change management	3
Consulting I	2
Foreign Language : English	3
Supply chain management	3
Dissertation methodology	2
Career project I	2

2ND YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 3	
Consumer buying behavior in niche market	2
Negociation	3
Coroporate sustainability	3
Renewable energy business	2
Managing social and human capital	3
International trade	2
Audit	2
Coaching	2
Consulting II	1
Corporate Treasury and Cash Management	1
The Business of Investment Banks	1
International accounting issues	2
Fiscal & financial policies and procedures in Europe	1
Foreign Language : English	3
Career project II	2

MASTER'S DEGREE IN POLITICAL SCIENCE – GLOBAL DIPLOMACY

1ST YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 1	
Sociology of international relations	3
Migration and environmental issues	3
Tools of diplomacy	2

1ST YEAR, SPRING SEMESTER

COURSE	CREDITS
Semester 2	
Foreign policy analysis	3
NGO Governance	3

2ND YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 3	
European politics	3
Regional issues and diplomacy	3
Energy policies	2

MASTER'S DEGREE IN PRIVATE LAW

1ST YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 1	
International business law	3

2ND YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 3	
Geopolitics and international economic relations	2

MASTER'S DEGREE IN SOCIAL SCIENCE (HUMAN RESSOURCES)

2ND YEAR, AUTUMN SEMESTER

COURSE	CREDITS
Semester 3	
Career and team management in an international environment	2

SYLLABI

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Prof. ISRAEL, Karl-Friedrich**
Title of the course:	**Introduction to economic analysis**
Year of study and semester:	**L1, S1**
Total hours:	**30**
Academic prerequisites for this course:	None
Evaluation methods:	Evaluation during the semester: - reading test (30%), ILOS 3.1 - written test (20%): questions on the content of the course and exercises, ILOS 1.1 Final exam (50%): questions on the content of the course and exercises, ILOS 1.1
Course objectives:	The goal of the course is to provide an introduction to economic analysis and convey the basic notions and concepts of economics.
Key concepts:	Value, marginal utility, economic good, demand, supply, price formation, arbitrage, price controls, capital, labour, division of labour, consumption, production, money, interest rate.
General presentation of the course/syllabus:	1.Fundamental concepts: action, means, ends, goods 2. Law of diminishing marginal utility 3. Demand, Supply 4. Arbitrage and price controls 5. Production: law of returns and formation of capital 6. Exchange and division of labour 7. The origin of money and its properties 8. The origin and nature of interest rates

Intended Learning Outcomes	Definition
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law
3. Intellectual skills	3.2 Demonstrate basic research skills and methodological rigor, produce qualitative and quantitative research, make conclusions, defend a chosen position, evaluate the reliability of data sources.

Bibliography

Basic Books:
Hazlitt, H., Economics in One Lesson, New York and London: Harper and Brothers, 1946
Sowell, T., Basic Economics, New York, 2003
Rothbard M., Man, Economy, and State, Auburn: Mises Institute, 2009.

Complementary references:
Mises, L. von, Human Action: A Treatise on Economics, Auburn, Alabama: Mises Institute, 1999. Re-issue of the classic 1949 Edition.
Murphy, Robert P., Lessons for the Young Economist, Ludwig von Mises Institute, 2010.
Hülsmann, J.G., The Ethics of Money Production Auburn, Alabama: Mises Institute, 2008.

General Accounting 1

Course code: D-LGIEE-S1-88

Level and semester: 1st year, fall semester

Number of course hours: 36 CM + 16 TD

Number of course credits: 6

Description:

The aim of this course is to provide students with the core notions of financial accounting:

Evolution of accounting; Annual accounts: balance sheet, income statement, appendices; Accounting principles; Accounting organizational structure; Customer cycle – sales; Supplier cycle – purchases; VAT; Taxes; Staff costs; Liquidities; Fixed assets; Stock; Inventory operations.

Course Title: Fundamentals of Business Economics (Introduction)

Course Duration: 18 hours

Instructor: Jared FRIESEN
Email: jfriesen@uco.fr

Course Description:

This course introduces the fundamental concepts of economics as they apply to business decision-making. It covers topics such as supply and demand, market structures, cost analysis, pricing strategies, and macroeconomic factors affecting business environments. The course aims to equip students with the necessary economic insights to make informed managerial decisions.

Learning Objectives:

By the end of the course, students should be able to:

1. Understand the basic principles of economics in a business context.
2. Analyze the interactions between supply and demand in various market structures.
3. Apply cost analysis techniques to determine production efficiency and profitability.
4. Formulate pricing strategies based on market conditions and cost considerations.
5. Evaluate the impact of macroeconomic factors on business operations and decision-making.
6. Make informed managerial decisions by integrating economic concepts and analysis.

Evaluation:

Final Exam 100%: The course will have one evaluation, which will be a comprehensive final exam covering all the topics discussed throughout the course. The final exam will assess students' understanding of the principles and concepts of financial accounting, their ability to apply them to practical scenarios, and their analytical skills in interpreting financial statements.

Course Outline:

Module 1: Introduction to Economics (1 hours)

- Definition and scope of economics
- Microeconomics vs. macroeconomics
- Based Principles of Economics

Module 2: Microeconomic Principles (4 hours)

- Supply and demand analysis
- Elasticity of demand and supply
- Consumer behavior and utility theory
- Production and cost theory

Module 3: Cost Analysis and Managerial Decision Making (3 hours)

- Marginal cost, average cost, and their implications
- Break-even analysis and decision-making
- Cost-volume-profit (CVP) analysis
- Capital budgeting and investment decisions

Module 4: Market Structures and Pricing Strategies (2 hours)

- Perfect competition, monopolistic competition, oligopoly, monopoly
- Price determination in different market structures
- Introduction to demand forecasting

Module 5: Macroeconomic Factors and Business Environment (6 hours)

- National income and output measurement
- Business cycles and economic indicators
- Monetary and fiscal policy and their impacts
- Inflation, unemployment, and their effects on businesses
- Global economic environment and international trade

Module 6: Business Economics in Practice (2 hours)

- Economic considerations in pricing and product development
- Decision-making under uncertainty and risk
- Business ethics and social responsibility from an economic perspective
- Case studies and real-world applications
- Review and preparation for the final exam

References:

Some books that cover topics related to principles of economics for an introductory course:

- Baye, M. R., & Prince, J. (2017). *Managerial Economics and Business Strategy*. McGraw-Hill Education.
- Calvet, L., de la Torre, R., Goyal, A., Marmol, M., & Juan, A. A. (2020). Modern Optimization and Simulation Methods in Managerial and Business Economics: A Review. *Administrative Sciences*, *10*(3), Article 3. https://doi.org/10.3390/admsci10030047
- Hall, R. E., & Lieberman, M. (2012). *Microeconomics: Principles and Applications*. Cengage Learning.
- Mankiw, N. G., Kneebone, R. D., & McKenzie, K. J. (2023). *Principles of Macroeconomics, 9th Edition*. Cengage Canada.

UNIVERSITÉ CATHOLIQUE DE L'OUEST

Course Entitled: International Business Economics (IBE)
Faculty: Management Economy, Law and Political Science
Campus: UCO Angers
Program: MBA1
Teaching Language: English
Credits ECTS:
Head of Program: Dr. Maria Victoria RAMIREZ and Bachar MOUGHAYT
Head of module:
Professor: : Evans Darko, PhD Candidate , edarko@uco.fr
Total hours: 18 hours of in-class lectures + group project work
Course Planning: 5 Modules

Summary of the course:

This course provides students an in-depth understanding of economic principles and their applications in business decision-making processes. It covers microeconomic and macroeconomic concepts, market structures, pricing strategies, cost analysis, international trade, FDI and the impact of economic policies on business operations and national development. The course includes theoretical foundations in international economics and business. Using real-world case study problems for students to propose solutions for interactive assessments to enhance learning.

Course Objectives:

By the end of this course, students should be able to:

- Explain key economic principles and their relevance to international business.
- Analyze market structures and pricing strategies.
- Understand comparative advantage, economies of scale, free- trade, and protectionism systems
- Be able to apply cost analysis techniques for managerial decision-making.
- Evaluate the impact of macroeconomic factors on business performance.
- The need to go global or firm internationalisation
- Importance of internationalization and essential theories in international Economics , business and trade .

Competences to acquire:

Upon successful completion, students should be able to:

1. Understand and apply economic concepts in a business context.
2. Analyze supply and demand dynamics and market equilibrium.
3. Evaluate cost structures and profitability in business operations.
4. Assess the impact of economic policies on corporate strategy and national development.
5. Develop strategic pricing and investment decisions based on economic indicators.
6. Evolution international trade and dynamics as of result of geopolitics
7. Impacts of FDI and international trade on national income

Prerequisite:

A basic understanding of economics, business and finance is beneficial.

Teaching Units:

Module 1: Introduction to Economics and Microeconomic Principles (2 hours)

- Be able to grasp the fundamentals of economics(microeconomics & macroeconomics concepts.
- Understand the Supply and demand analysis such as elasticities in both concepts.
- Demonstrate a clear understanding of Consumer behavior and utility theory, production and cost theory.

✓ **Assessment:** Quiz 1 (multiple-choice questions).

Module 2: Market Structures and Pricing Strategies (4 hours)

- Distinguish between forms of markets; perfect competition ,monopolistic ,oligopoly, game theory, pricing strategies, demand forecasting etc.
- Clear understanding of trade theories and firms internationalization concept
- Grasp of comparative advantage, economies of scale, free- trade, and protectionism systems

✓ **Assessment:** Quiz 2 (multiple-choice questions).

Module 3: Cost Analysis and Managerial Decision-Making (5 hours)

- Demonstrate a good knowledge to aid business decision making in respect of cost analysis (marginal, break-even points , cost- volume profit) and capital budgeting.

✓ **Student Project 1:** Cost Analysis Report or similar topic (Group work).

Module 4: Macroeconomic Factors and Business Environment (5 hours)

- In-dept understanding in measurement and the impact of National income(GDP), Foreign Direct Investment (FDI) .
- Knowledge in Monetary and fiscal policy, major economic indicators (inflation, unemployment, interest rates , exchange rates regimes and their impacts

✓ **Assessment:** (Discussions).

Module 5: Business Economics in Practice (2 hours)

- Focuses on economic considerations in pricing and product development.
- Business decision-making under uncertainty and risk (Country Sovereign risks).
- Business ethics and social responsibility centered on business economics case study .

✓ **Workshop:** Interactive discussions on economic and business decision-making (such as international trade).

Pedagogy Method:

- Interactive lectures and student discussions (Student – Student topic debates)
- Flipped classroom approach to online lectures (using digital platforms).
- Problem case studies where students present their solutions orally .
- Quizzes and group projects of real-world problems (but not limited to student(s) home country specific issue).

Evaluation:

- **100%:** Continuous Assessments .

Bibliography:

Mike peng , Klaus . Meyer . (2019). *International Business* . Third Edition . Cengage Learning

Thomas A , Pugel,(2019). *International Economics*. Seventeenth , McGraw-Hill Education

James Gerber , (2019). International *Economics*. Eighth Edition , Global Edition , Pearson Education limited.

Principles of Financial Accounting

Teaching Material:

The course is intended for students with or without previous exposure to financial accounting. The objective is to help you become intelligent readers of the financial reports of publicly-traded companies. The course focuses on the development, analysis and use of these reports. It also provides an understanding of what these reports contain, what assumptions and concepts accountants use to prepare them, and why they use those assumptions and concepts.

A solid understanding of the fundamentals covered in this course should enable you to do well in more advanced finance and accounting courses and to interview intelligently for jobs in finance and consulting.

The course begins with the basic concepts of accounting. We look at the main financial statements: balance sheet, income statement, statement of cash flows, and statement of stockholders' equity. Particular attention is paid to how these four statements relate to each other and how they provide information about the financial health of a company. We then cover specific items from the financial statements and apply tools of analysis whenever possible.

To prepare for class, you should read all assigned materials – text, cases, and articles. You are expected to think about the cases and prepare to discuss the questions provided (if not included in the case itself, they are provided in this syllabus) and share your insights during class.

We also will work some problems in class. For appropriate preparation, see the section on "Homework Problems".

Required Textbook

Financial Accounting and Reporting: A Global Perspective (co-authored by Prof. Hervé Stolowy with Prof. Michel Lebas and Prof. Yuan Ding), Cengage Learning, Andover, UK, 4th edition 2013. This book is specifically tailored for the approach used in this course.

Teaching materials include a mix of case studies, articles, and textbook chapters.

Financial and Management Accounting and Introduction 4th edition, Pauline Weetman.
Financial Accounting. Ninth Edition. Wiley.
Financial and Managerial Accounting. 12 edition - Warren

Teaching methods: Cases and exercises

Students must use during the course and during the exams their own simple calculator. The allowed calculator is the basic one (with 8 keys).

Evaluation:
Grade Weights:

Final exam	100%

The final exam is cumulative and will be given on the day listed by the University. You must attend the final exam on the scheduled date.

SEMINAR SCHEDULE

This outline provides a general plan for the course; deviations may be necessary.

Topics	Topics to be covered	Textbook chapters
I	**Course Policies and Overview** **General introduction** - Definition of financial accounting - Users of financial accounting - Introduction to the accounting process - Balance sheet - Accounting equation (balance sheet equation) - Income statement - Notion of depreciation - Consumption and inventory - Profit appropriation - Introduction to financial statement analysis	- Read Course Syllabus - Chapter 1 Accounting in Action
II	**Introduction to the financial statements** - The Accounts - Debits and Credits - Summary of Debit/Credit Rules - Steps in the Recording Process - The Journal - The Ledger - Posting - The Recording Process Illustrated - Summary Illustration of Journalizing and Posting - The Trial Balance - Limitations of a Trial Balance	- Chapter 2 The recording process
III	**Adjusting the Accounts** - The Basics of Adjusting Entries - The Adjusted Trial Balance and Financial Statements	- Chapter 3 Adjusting the Accounts
	- **Quiz # 1**	- 2 hours
VI	**Accounting for Merchandising Operations** - Recording Purchases of Merchandise - Recording Sales of Merchandise - Completing the Accounting Cycle - Forms of Financial Statements	- Chapter 5 Accounting for Merchandising Operations

VII	- **Inventories** - Classifying and Determining Inventory - - Inventory Costing - - Statement Presentation and Analysis	- Chapter 6 Inventories
	- **Final Project** The assignment is designed to test your understanding of financial accounting and explores a number of areas within the module by applying your learning to a real company. There is no perfect answer and therefore you should state your assumptions clearly and make good use of appendices. - **Required** – During the last section students must prepare in excel a project spreadsheet with four different items 1. Opening Balance Sheet 2. - Profit and Loss Account 3. - Cash Flow Statement 4. - Closing Balance Sheet	

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Ali Abbas Hussein**
Title of the course:	**Mathematics for economics and management 1**
Year of study and semester:	**Year 1, Semester 1**
Hours:	**36**
Academic prerequisites for this course:	Basic calculus and algebra: Addition and multiplication of polynomials, factoring polynomials, rational expressions, solving linear and quadratic equations, solving linear and quadratic inequalities, exponential and radical calculations.
Evaluation methods:	Evaluation during the semester: - Written test (40 %): exercises (ILOS 3.1) - HomeWorks(10%): exercises done individually by the student at home, (ILOS 3.1) - Final exam (50 %): written test with exercises (ILOS 3.1)
Course objectives:	This course introduces mathematical techniques used in economics and business and how can we apply these techniques for a better understanding and analysis of economic problems.
Key concepts / notions:	Linear functions, non-linear functions, derivative, continuous functions, extrema, integration, matrices.
General presentation of the course/syllabus:	**Linear and Non-linear functions:** a. Slope and equation of a line. b. Quadratic, Polynomial and Rational Functions. c. Exponential and logarithmic Functions. **d.** Applications: simple and compound interest. **The Derivative:** a. Limit and continuity of a function. b. Rate of a change of a function. c. Definition and interpretation of the Derivative. d. Techniques for Finding Derivatives. e. Applications: Elasticity. f. Optimisation: Relative and absolute extrema. g. Higher Derivatives and Concavity. h. Application: Marginal utility and cost. **Integration:** a. Antiderivatives. b. The Fundamental Theorem of Calculus. c. Integration by parts **Linear Algebra:** a. Introduction to matrices b. Operations on matrices

	c. Inversion of a matrix and resolution of linear system of equations.

Intended Learning Outcomes:	**Definition:**
3. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography:

Lial, Margaret L., Greenwell Raymond N., Ritchey Nathan P., *Calculus with applications*, Pearson Education, 10th edition, 2011.

Hoy Michael, Livernois John, McKenna Chris, Rees Ray, and Stengo Thanasis, *Mathematics for Economics,* The MIT Press, 3d edition, 2011.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**ABBAS Ali Hussein**
Title of the course:	**Mathematics for economics and management 2**
Year of study and semester:	**GIEE 2 Semester 3**
Total of hours	**36**
Academic prerequisites for this course:	Mathematics for economics and management 1 Statistics for economics and management
Evaluation methods:	Evaluation during the semester: - Written test (50 %): exercises (ILOS 3.1) Final exam (50 %): -Written test with exercises (ILOS 3.1)
Course objectives:	This course aims to deepen the knowledge of the student in mathematics, especially the study of functions of several variables, optimization. Also, it introduces inferential statistics, how to draw conclusions from data and how to estimate parameters of a population using sampling and confidence intervals.
Key concepts / notions:	Functions of several variables, partial derivatives, Lagrange multiplier, optimisation, Sampling, central limit theorem, confidence interval.
General presentation of the course/syllabus:	• Functions of several variables: a. Partial derivative of a function of several variables. b. Unconstrained optimisation. c. Constrained optimisation. d. Lagrange multipliers. • Inferential statistics: a. Student and chi-squared distributions. b. Sampling distribution. c. Point estimation. d. Central limit theorem. e. Estimation using confidence interval. f. Hypothesis tests.

Intended Learning Outcomes	Definition:
3.Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography:

Lial, Margaret L., Greenwell Raymond N., Ritchey Nathan P.*, Calculus with applications*, Pearson Education, 10th edition, 2011.

Hoy Michael, Livernois John, McKenna Chris, Rees Ray, and Stengo Thanasis, *Mathematics for Economics,* The MIT Press, 3d edition, 2011.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**MOUGHAYT, Bachar**
Title of the course:	**Principles of Management and CSR**
Year of study and semester:	**Year 1, Semester 1.**
Total hours:	**48**
Academic prerequisites for this course:	**None**
Evaluation methods:	Evaluation during the semester: -written test (25%): questions on the content of the course, ILOS 1.1 -group projet (25%) : presentations + dossier, ILOS 2.1 Final exam (50%): -written test case studies and questions on the content of the course, ILOS 1.1
Course objectives:	The objectives of this course are to provide students to the formal study of management with an introduction to the topic and to show that ideas on management apply to most areas of human activity, not just to commercial enterprises; and to make the topic attractive to students from many backgrounds and with diverse career intentions.
Key concepts/notions:	management; organisation; types of managers; critical thinking adding value to resources; models of management; competing values framework; comprising rational goal; internal process; human relations.
General presentation of the course/syllabus:	**1. Managing in Organisations** - Explain that the role of management is to add value to resources in diverse settings - Give examples of management as a universal human activity, and as a distinct role - Compare the roles of general, functional, line, staff and project managers, and of entrepreneurs - Explain the elements of critical thinking **2. Models of Management** - Explain the value of models of management, and compare unitary, pluralist and critical perspectives - State the structure of the competing values framework and evaluate its contribution to our understanding of management - Summarise the rational goal, internal process, human relations and open systems models, and evaluate what each can contribute to managers' understanding of their role

	- Use the model to classify the dominant form in two or more business units, and to gather evidence about the way this affects the roles of managing in those units **3. Organisation Cultures and Contexts** - Use Porter's five forces model to analyze an organization's competitive environment - Collect evidence to make a comparative PESTEL analysis for two organizations - Compare environments in terms of their complexity and rate of change - Give examples of stakeholder expectations - Explain the meaning and purposes of corporate governance **4.Managing Internationally** - Contrast the ways in which organizations conduct international business - Explain, with examples, how PESTEL factors affect the decisions of those managing internationally - Explain and illustrate the evidence on national cultures, and evaluate the significance of Hofstede's research for managers working internationally - Compare and contrast the features of national management systems - Summarize the forces stimulating the growth of international business **5. Management and CSR** -Ethical Decision-Making in Management -Sustainability and Environmental Management -Employee Engagement and CSR -CSR in the Digital Age

Intended Learning Outcomes:	Definition:
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law.
2. Intellectual skills	2.3 Ability to identify sustainability challenges and address the ESG-related agenda in future managerial tasks.

Bibliography

Daft, R. L., & Marcic, D. (2010). Understanding Management. Cengage Learning.
Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2016). Fundamentals of Management. Pearson.
Hill, C. W. L., & Jones, G. R. (2012). Essentials of Strategic Management. Cengage Learning.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Marcos BENJAMIN**
Title of the course	**Entrepreneurship and the Economic theory of the firm**
Year of study and semester:	**Year 2, Semester 3**
Total of hours	**18**
Academic prerequisites for this course:	History of Economic Thought Introduction to economic analysis
Evaluation methods:	Evaluation during the semester (50 %): - writing test: questions on the content of the course (key competencies 1.1) and exercises (key competencies 3.1) Final exam (50 %): -writing test: questions on the content of the course (key competencies 1.1) and exercises (key competencies 3.1)
Course objectives	Students learn what are transaction costs, information asymmetry, contract types, governance types, asset specificity, and how these concepts provide a better understanding of firms' behavior. Students also learn why prices are essential for the existence of entrepreneurs and the "function" of entrepreneurs in an uncertain world.
Key concepts / notions	Firm; Entrepreneurship; Transaction costs; Information asymmetry; type of contract, type of governance; asset specificity; optimal firm size; judgement of the entrepreneur; uncertainty, risk; profit.
General presentation of the course/syllabus:	1. What is entrepreneurship 2. Modalities of entrepreneurship a. Opportunity discovery (Kirzner) b. Innovation (Schumpeter) c. Judgment (Knight-Mises) 3. Entrepreneurial Judgment a. Uncertainty (Knight-Shackle-Mises) b. Judgment 4. The entrepreneur and the firm a. Neoclassical theory of the firm b. Transaction-costs (Coase) c. Modern managerial economics (Wiliamson) 5. Boundaries of the firm a. Emergence of the firm b. Optimal firm size 6. Management of the firm a. Derived judgment and incentive management

Intended Learning Outcomes	Definition:
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law.
3. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

References

Coase, R. (1937), The Nature of the Firm. *Economica,* New Series, Vol 4, Issue 1.
Foss, N. and Peter Klein (2012), Organizing Entrepreneurial Judgment, Cambridge University Press,
Knight, F. (1921), *Risk, Uncertainty, and Profit*, 1921, Boston: Houghton, Mifflin
Mises, von L., Human Action a Treatise on Economics, 1949,
Williamson, O. (1967), Hierarchical Control and Optimum Firm Size, *Journal of Political Economy*, vol. 2, n° 75.
Williamson, O. (2002), The Theory of the Firm as Governance Structure: From Choice to Contract, *Journal of Economic Perspectives*, vol. 16, n° 3.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**MERA, Xavier**
Title of the course:	**International Business environment and sustainability**
Year of study and semester:	**L3, Semester 1**
Total of hours	**36**
Academic prerequisites for this course:	International Economics, Principles of management
Evaluation methods:	Evaluation during the semester (50 %): Written test: MCQ test, ILOS 2.2 Final exam (50 %): - Written test MCQ, questions on the content of the course (ILOS 2.2) and text commentary ILOS 2.3
Course objectives:	The aim of the course is to explore, taking a multidisciplinary approach, the various dimensions of the phenomenon known as "globalization" in recent decades, especially insofar as they have implications for international business management.
Key concepts / notions:	Globalization, political systems, economic systems, legal systems, property rights, market economy, command economy, individualism, collectivism, democracy, totalitarianism, common law systems, civil law systems, theocratic law systems, contract law, intellectual property, privatization, human development index, gross national income, cross-cultural literacy, foreign direct investment, location-specific advantages, foreign exchange market, purchasing power parity
General presentation of the course/syllabus:	This course provides an empirical overview of recent world economic integration but puts special emphasis on the remaining national differences that international business managers need to be familiar with. Insights from economists, sociologists, lawyers, political philosophers and ethicists are mobilized to assess the significance for businesses of national differences in economic development, cultures, religions, ethical views and their relationships. In addition, it introduces students with basic notions belonging to the international finance field, in complement to the analysis of international trade they have been exposed to during the 1st semester International Economics class. 1. Overview of Globalization 2. National Differences in Economic, Legal and Political Systems 3. Political Economy and Economic Development 4. Religions and Economic Development 5. Economic Development and Sustainability Issues

Intended Learning Outcomes	Definition
2. Ethics and ERS Competence	2.2 Understanding of international and multi-cultural issues in the current business environment. Capacity for socio-economic, cultural, political, regional, and cross-country analysis. 2.3 Ability to identify sustainability challenges and address the ESG-related agenda in future managerial tasks.

Bibliography

Hill, C. W., & Hult, G. T. M. International Business: Competing in the Global Marketplace, 11e. McGraw Hill Education, 2017.

Complementary reference:
Hoppe, H.-H. Economy, Society, and History, Mises Institute, 2021.
Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist, Random House Business, 2017.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**COPLEUTRE, Vianney**
Title of the course:	**Business and commercial planning**
Year of study and semester:	**Year 3, Semester 5**
Total hours:	**18**
Academic prerequisites for this course:	Principals of Accounting, Financial analysis, Market Research and Analysis, Business Law
Evaluation methods:	Evaluation during the semester: -Business Plan (50%): report, group project delivery. ILOS 1.1, 3.1, 3.2 -Group project presentation (50%): pitch mode ILOS 4.2
Course objectives:	This course aims to provide students with tools and frameworks to develop an efficient business plan for an entrepreneurial project. After completing this course, students will be able to : • To understand how to build the business opportunity plan • To report on the economic viability of the project • To produce a business plan and a marketing budget • To present their project in writing and orally to future partners and collaborators.
Key concepts / notions:	Business plan, budgeting, project viability, pitch presentation
General presentation of the course/syllabus:	**1. Introduction to Entrepreneurship Ecosystem** - Class presentation / quick reminder of basic concepts. - Project methodology. - What is an entrepreneur and the Start-ups firm's ecosystem? - Identification of a problem-need (opportunity): - Discovery of a problem – need. - Problem assessment – Need. - Validation of the problem-need = Business opportunity. - Test and validate this problem-need. - Transform the problem-need into a business opportunity. **2. Business plan** - What is a Business Plan? - Where to start when building one? - Building methodology and main chapters **3. Marketing and overall budgets** **4. Economic viability of the project** **5. Funding and Capital Sources** **6. Pitch method: formalize the business plan into an elevator pitch.**

Intended Learning Outcomes	Definition
1. Core Knowledge	1.2 Ability to carry out a market analysis, prepare a marketing plan, a balance sheet, an income statement, analyze cash flows, and develop a business plan.
3. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking. 3.2 Demonstrate basic research skills and methodological rigor, produce qualitative and quantitative research, make conclusions, defend a chosen position, evaluate the reliability of data sources.
4. Interpersonal skills	4.2 Ability to communicate orally in a clear and unambiguous manner, to give a presentation in front of an audience, a peer group and/or

Bibliographie

Dwight Drake, *Business Planning: Closely Held Enterprises*, Warren, Gorham & Lamont, 2021.
Therese H. Maynard and Dana M. Warren, *Business Planning: Financing the Start-Up Business and Venture Capital Financing,* West Academic Publishing, 2018.
Simon Emery and Jeffrey Henderson, *Business Planning: Principles of Business Law,* Oxford University Press, 2019.

Master RH M2S3 Cours : Career and team management in an international environment

Objectifs Généraux

Avec la mondialisation, les organisations gèrent aujourd'hui des personnels de toutes origines culturelles.

Précisions pédagogiques

Compétences visées

1. Donner les outils pour mettre développer une gestion des RH qui prenne en compte la diversité des cultures (expatriation, impatriation, gestion de personnel à l'étranger, intégration de personnel étranger). 2. Intégrer les clés du management multiculturel pour s'adapter à une gestion internationale de l'emploi (recrutement, mobilité internationale, rémunération, formation, accompagnement, rapatriation). 3. Présenter l'approche du Management des Talents qui s'impose dans les stratégies d'attraction et de rétention des collaborateurs dans un contexte international.

Contenus Enseignés

Critères d'évaluation

Référence(s) bibliographique(s)

Il est vivement conseillé de lire 2 ouvrages : 1) Un manuel de référence en anglais : Human Resource Management, G. Desler, Pearson 2) Fonctions RH, Pearson.

Méthode d'Evaluation

Un dossier en première session et en deuxième session.

Méthodes d'Enseignement

Autres ressources et outils d'apprentissage

Pre-requis

PRE Niveau d'études

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Hülsmann Nathalie**
Title of the course:	**Business Ethics and CSR**
Year of study and semester:	**L 3 Semester 1**
Academic prerequisites for this course:	Ethics
Total of hours	36
Evaluation methods:	Evaluation during the semester: -group case studies (30%), ILOS 2.2 -essay (20%), ILOS 2.1. Final exam: case studies (50 %), ILOS 2.3
Course objectives:	The objective of the course is to prepare students to effectively utilize these ethical decision-making tools through case studies encompassing different cultures and sectors. It serves as a preparation for the advanced course in virtue ethics.
Key concepts:	Business ethics, corporate social responsibility, ethics, common good, virtue ethics.
General presentation of the course/syllabus:	The course introduces the foundations of business ethics and corporate social responsibility (major theories). It also explores the tools for making ethical decisions (methods and analytical tools). • Major ethical theories • Case study principles, ethical analysis • Corporate social responsibility (CSR) • Ethics and strategy • Marketing ethics • Environmental ethics • Financial ethics • Employers and employees

Intended Learning Outcomes	Definition
2. Ethics and ERS cmpetences	2.1 Ability to apply fundamental philosophical concepts to major ethical and social challenges, detect ethical problems specific to professional environments, understand ethical problem-solving mechanisms, especially in its human aspects (dignity, rights, and responsibilities). 2.2 Understanding of international and multi-cultural issues in the current business environment. Capacity for socio-economic, cultural, political, regional, and cross-country analysis. 2.3 Ability to identify sustainability challenges and address the ESG-related agenda in future managerial tasks.

Bibliography

Byars, S., Stanberry, K. 2018. Business Ethics. Houston: Rice University Openstax Publishers. https://openstax.org/details/books/business-ethics [accès 3 juillet 2022].

Booth, Ph. Ed. 2014. Catholic Social Teaching and the Market Economy (2nd Ed). London: St Paul's (Institute for Economic Affairs).

Velasquez, M. 2012. Business Ethics, Concepts and Cases. 7th Ed. Upper Saddle River, NJ: Pearson Education Inc

Sison, A.J., Ferrero, I. Guitian, G. Editors. (2018). Business Ethics: a Virtue Ethics and Common Good Approach. New York, NY: Routledge.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**SACRE YALDA**
Title of the course:	**Anglo-Saxon Compared Business Law**
Year of study and semester:	**Year 3, semester 5**
Total hours:	**36**
Academic prerequisites for this course:	**Business Law** **Corporate Law**
Evaluation methods:	Evaluation during the semester: - case studies (15%) ILOS 3.1 -group projects: oral presentations (15%) ILOS 1.1 - written test (20%): questions on the content of the course, ILOS 1.1 Final exam (50%): questions on the content of the course, ILOS 1.1
Course objectives:	This course introduces the legal context in which business is conducted in common law and civil law jurisdictions. It provides the student with foundational information about the legal systems in general, and their impact on business. Students will develop the analytical skills needed to understand and manoeuvre law in the business environment.
Key concepts / notions:	Contracts, tort, business entities: property, intellectual property, consumer rights, employment law
General presentation of the course/syllabus	1. Sources of Common Law 2. Contracts Formation 3. Execution of Contracts 4. Execution of Contracts 5. Sales of goods 6. Sales of goods 7. Types of business entities 8. Law of Tort 9. Intellectual Property Rights: patents, trademarks, copyrights 10. Intellectual Property Rights: patents, trademarks, copyrights

Intended Learning Outcomes	Definition
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law.
3. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography

Fundamentals of Business Law, melissa Randall, Community college of Denver, 2020;
Introduction to Business Law, Lucy Jones, Oxford, 2nd Edition, 2016.
Contract Law, Mary Charman, William Publishing, 4th Edition, 2007;
Business Law, Robert W. Emerson, Barron's, 6th Edition, 2016; Business Law, Sarah Riches & Vida Allen, Pearson Longman, 9th Edition, 2009;
The Common Law, Oliver Wendell Holmes Jr., University of Toronto Law School, 2011.

UNIVERSITE CATHOLIQUE DE L'OUEST

MBA Global Business Administration

Course Title: Innovation Management

Course Description:

This course provides an in-depth understanding of innovation management principles and practices. It explores strategies, tools, and frameworks for fostering innovation within organizations. Students will examine the role of innovation in driving business growth and learn how to effectively manage the innovation process from ideation to implementation. The course also covers the challenges and opportunities associated with disruptive technologies and innovation in a global context.

Course Objectives:

By the end of this course, students will be able to:

- Understand the importance of innovation in organizational success.
- Apply various tools and frameworks to foster innovation within organizations.
- Analyze the impact of disruptive technologies on industries and business models.
- Develop strategies for managing the innovation process from idea generation to commercialization.
- Evaluate the ethical and social implications of innovation in a global context.

Session 1: Introduction to Innovation Management

1. Overview of innovation and its significance in business.
2. Types of innovation: product, process, business model, and social innovation.
3. The innovation ecosystem: stakeholders, networks, and knowledge flows.
4. Real-life case studies of successful and failed innovations.

References:

- Christensen, C. M. (2013). The innovator's dilemma: When new technologies cause great firms to fail. Harvard Business Review Press.
- Dyer, J. H., Gregersen, H. B., & Christensen, C. M. (2011). The innovator's DNA: Mastering the five skills of disruptive innovators. Harvard Business Review Press.

Session 2: Innovation Strategy and Culture

1. Developing an innovation strategy aligned with organizational goals.
2. Creating an innovative culture: leadership, incentives, and organizational structure.
3. Open innovation and collaboration: internal and external sources of innovation.

References:

- O'Reilly, C. A., & Tushman, M. L. (2013). Organizational ambidexterity: Past, present, and future. Academy of Management Perspectives, 27(4), 324-338.
- Chesbrough, H. (2003). Open innovation: The new imperative for creating and profiting from technology. Harvard Business Review Press.

Session 3: Ideation and Opportunity Recognition

1. Techniques for generating creative ideas: brainstorming, mind mapping, and design thinking.
2. Evaluating and selecting ideas for further development.
3. Identifying market opportunities and customer needs.

References:

- Kelley, T., & Littman, J. (2001). The art of innovation: Lessons in creativity from IDEO, America's leading design firm. Crown Business.
- Brown, T. (2008). Design thinking. Harvard Business Review, 86(6), 84-92.
- Session 4: Innovation Process and Project Management

Session 4: Innovation Process and Project Management

1. Managing the innovation process: stage-gate models and agile methodologies.
2. Designing and managing innovation projects.
3. Risk management and resource allocation in innovation.

References:

- Cooper, R. G. (2008). Perspective: The stage-gate® idea-to-launch process—update, what's new, and NexGen systems. Journal of Product Innovation Management, 25(3), 213-232.
- McGrath, R. G. (2019). The end of competitive advantage: How to keep your strategy moving as fast as your business. Harvard Business Review Press.

Session 5: Managing Disruptive Technologies

1. Understanding disruptive technologies and their impact on industries and business models.
2. Identifying signals of disruption and assessing their potential.
3. Strategies for managing and adapting to disruptive technologies.
4. Case studies of companies that successfully navigated disruptive technologies.

References:

- Christensen, C. M., Raynor, M. E., & McDonald, R. (2015). What is disruptive innovation? Harvard Business Review, 93(12), 44-53.
- Anthony, S. D., Johnson, M. W., Sinfield, J. V., & Altman, E. J. (2008). Innovator's guide to growth: Putting disruptive innovation to work. Harvard Business Review Press.

Session 6: Innovation Commercialization and Scaling

1. Bringing innovations to market: commercialization strategies and challenges.
2. Building innovation ecosystems and partnerships.
3. Scaling and managing growth in innovative ventures.

References:

- Markides, C. (2006). Disruptive innovation: In need of better theory. Journal of Product Innovation Management, 23(1), 19-25.
- McGrath, R. G. (2011). Discovery-driven growth: A breakthrough process to reduce risk and seize opportunity. Harvard Business Review, 89(3), 61-70.

Session 7: Intellectual Property and Legal Considerations

1. Intellectual property protection: patents, trademarks, and copyrights.
2. Managing intellectual property in innovation-driven organizations.
3. Legal and ethical considerations in innovation management.

References:

- Lerner, J., & Tirole, J. (2007). Some simple economics of open source. Journal of Industrial Economics, 54(2), 197-234.
- Murray, F., & Stern, S. (2007). Do formal intellectual property rights hinder the free flow of scientific knowledge? An empirical test of the anti-commons hypothesis. Journal of Economic Behavior & Organization, 63(4), 648-687.

Session 8: Global Innovation and Cultural Considerations

1. Innovation in a global context: opportunities and challenges.
2. Cross-cultural considerations in managing innovation.
3. International collaboration and innovation networks.

References:

- Chesbrough, H. W. (2012). Open innovation: Where we've been and where we're going. Research Policy, 43(5), 805-811.
- Zander, U., & Kogut, B. (1995). Knowledge and the speed of the transfer and imitation of organizational capabilities: An empirical test. Organization Science, 6(1), 76-92.

Evaluation:

1. Class Participation and Engagement - 20%:
    - Active participation in class discussions and activities.
    - Contribution to group exercises and case study analysis.
    - Demonstration of critical thinking and engagement with course materials.
2. Individual Assignments - 30%:
    - Completion of individual assignments related to each session's topics.
    - These assignments may include case analyses, reflection papers, or short essays.

    - Quality of analysis, clarity of arguments, and integration of course concepts will be assessed.
3. Group Project - 30%:
    - Collaborative group project focusing on developing an innovative solution to a real-world problem.
    - Project proposal, progress reports, and final presentation will be evaluated.
    - Assessment criteria include creativity, feasibility, strategic alignment, and presentation skills.
4. Final Examination - 20%:
    - Comprehensive examination covering the course content.
    - The exam may include multiple-choice questions, short answers, and essay questions.
    - Demonstrated understanding of key concepts, theories, and their practical applications will be evaluated.

Tools of Diplomacy

Enseignant ; Emmanuel Dreyfus

Ce cours vise à présenter, analyser et approfondir les outils diplomatiques principaux dont disposent les différents acteurs de la scène international, en particulier les États, pour atteindre les objectifs précis qu'ils portent et défendent. La diplomatie regroupe un ensemble complexe de dispositifs et d'actions qui nécessitent des compétences spécifiques, qu'elles soient théoriques, analytiques ou pratiques. L'enjeu de ce cours est justement de les mettre en lumière et les appréhender dans leurs différences facettes.

Master RH M1S3 Cours : International mobility and expatriation

Objectifs Généraux

Dans un contexte de globalisation des marchés, les responsables RH doivent mettre en place des politiques de mobilité internationale et préparer leurs équipes à l'expatriation. Cette formation permet d'acquérir un ensemble de connaissances à la fois juridiques, techniques et fiscales. Mais au-delà du calcul du "package" de rémunération, il ne faut pas oublier la dimension humaine du changement qui conditionne bien souvent la réussite de ces mobilités. La formation vise les objectifs suivants : Calculer et optimiser le coût réel de vos expatriés. Différencier détachement et expatriation ; Choisir les meilleures options en protection sociale. Acquérir les fondamentaux de la fiscalité internationale ; Adapter le contrat de travail au contexte international.

Précisions pédagogiques

Compétences visées

Contenus Enseignés

Le programme comporte 7 parties : 1/ La mobilité internationale : de quoi parle-t-on ? (Identifier les différents types de mobilité internationale. Situer les étapes de la mobilité. Repérer les spécificités de la mobilité internationale). 2/ Connaître les points clés en droit du travail international (L'immigration : les bonnes questions à se poser. Distinction entre expatriation, détachement et contrat local. Anticiper les risques juridiques. Les schémas contractuels et clauses du contrat). 3/ Acquérir les fondamentaux de la fiscalité internationale (les trois notions de base : résidence fiscale, conventions fiscales, source du revenu). Fiscalité des courts séjours. Identifier les leviers de l'optimisation fiscale. 4/ Assurer la protection sociale des personnes expatriées ou détachées (Comprendre la différence entre expatriation et détachement. Les accords internationaux. Les outils pour optimiser la protection sociale). 5/ Déterminer la rémunération et le coût d'un expatrié (Calculer la rémunération. Négocier le passage du salaire au package global. Coût global d'un expatrié, les données pour effectuer le calcul). 6/ Prendre en compte la dimension humaine des changements (Anticiper les risques et prévoir les solutions. Anticiper les changements occasionnés. Accompagner les expatriés et leur famille). 7/ Mesurer la performance du service mobilité internationale (se doter d'indicateurs pertinents)

Critères d'évaluation

Référence(s) bibliographique(s)

Méthode d’Evaluation

Un dossier en première session et en deuxième session.

Méthodes d’Enseignement

Autres ressources et outils d’apprentissage

Pre-requis

PRE Niveau d'études

Licence Droit L1S3 Cours : Introduction to the common law 1

Objectifs Généraux

Découverte de la common law. Discovering common law. Discovering common law. Discovering common law.

Précisions pédagogiques

Compétences visées

Maîtrise du vocabulaire juridique de la common law. Mastery of common law legal vocabulary. Communiquer par oral et par écrit, de façon claire et non-ambiguë, dans au moins une langue étrangère.Mastery of common law legal vocabulary. Mastery of common law legal vocabulary. Clear, unambiguous oral and written communication in at least one foreign language.

Contenus Enseignés

Ce cours en langue anglaise exposera les principes fondamentaux du droit des personnes, de la famille et des contrats en droit anglo-saxon. This English-language course will explain the fundamental principles of personal, family and contract law in Anglo-Saxon law.This English-language course will explain the fundamental principles of personal, family and contract law in Anglo-Saxon law. This English-language course will explain the fundamental principles of personal, family and contract law in Anglo-Saxon law.

Critères d'évaluation

Maîtrise du cours et recherches personnelles. Mastering the course and personal research. Mastering the course and personal research. Mastering the course and personal research.

Référence(s) bibliographique(s)

Méthode d’Evaluation

Devoir sur table, exposés, devoirs maison. Table work, presentations, homework.Devoir sur table, exposés, devoirs maison. Table work, presentations, homework.

Méthodes d’Enseignement

Cours magistral et travaux dirigés en langue anglaise. Lectures and tutorials in English.Lectures and tutorials in English. Lectures and tutorials in English.

Autres ressources et outils d’apprentissage

Pre-requis

PRE Niveau d'études

Bac+1

Syllabus
INTERNATIONAL BUSINESS LAW

Course Title: International Business Law
Enseignant : Yalda Sacre
Email : ysacre@uco.fr

Objectifs généraux du cours :

Ce cours vise à fournir aux étudiants une compréhension approfondie du droit international des affaires. Il développe des compétences analytiques permettant de comprendre et de manœuvrer dans un environnement commercial international, tout en mettant l'accent sur le droit comparé, les contrats internationaux, les sociétés multinationales, la propriété intellectuelle, les litiges et l'investissement étranger.
Bien que ce soit un Cours Magistral, l'apprentissage repose sur une approche participative avec l'utilisation de présentations PowerPoint, et de discussions de cas pratiques.

Compétences visées :

38206BC02 - Mobiliser et produire des savoirs hautement spécialisés
38206BC04 - Contribuer à la transformation en contexte professionnel
38206BC06 - Dispenser un conseil juridique de droit privé
38206BC07 - Négocier et rédiger des actes juridiques de droit privé
38206BC08 - Anticiper ou gérer un contentieux en droit privé

Contenus enseignés :

Introduction: World legal systems, world jurisdictions.
Introduction to International Law: nature, sources, branches and utility of International Law.
Principles of International Business Law: treaties and conventions, role and enforceability.
International Contracts: formation and negotiation of contracts, consent and jurisdiction.
Trade of Goods: Risks, CISG
Dispute Settlement: mediation, jurisdiction, international courts, arbitration.
Intellectual Property Rights: patents, trademarks, copyrights.

Critères d'évaluation :
Connaissances et analyse.

Méthode d'évaluation :
Examen Oral.

Référence(s) bibliographique(s) :
- Ray August, International Business Law: Text, Cases, and Readings, 5th ed.
- Carolyn Hotchkiss, International Law for Business, McGraw-Hill
- International Trade and Business Law Annual, Cavendish Publishing
- J. Keizer, H. Wevers, Basic Guide to International Business Law, Wolters Noordhoff

Méthodes d'enseignement :
Présentations PowerPoint.
Documents fournis par l'enseignant.
Notes de Cours.

Université Catholique de l'Ouest
Department of Political Science
Semester 5

Political Parties in the English-Speaking World (24 hours)
Instructor : To be determined (TBD)

Course description
Focusing specifically on the English-speaking world ('anglo-saxon' according to the French perspective), this course aims to understand the specificities of political representation through political parties as the central object of study. Using a historical approach, we will analyze how these parties were formed, their founding ideologies, and the evolution of their political positions over time in governing their respective countries. Between the models of bipartisanship, tripartism, and multipartism, we study the typologies and systems of political parties and their roles in the process of democratic construction and political pluralism. Starting with Great Britain, we will focus on certain major countries that emerged from British colonization.

Course objective
This course is based primarily on the political history of the English-speaking world. The main objective of the course is to enable students to develop a thorough understanding of the formation of this particular geographic area and its numerous connections. The course content provides in-depth knowledge of history, political figures, ideas, and the events that motivated them. Improving general culture is a fundamental part of the course. This knowledge then provides the ability to analyze and compare the role of political parties in English-speaking political systems and elsewhere.

Teaching organization and assessment methods
Each course will be accompanied by a selection of required and supplementary texts. To ensure the smooth running of the course, students are asked to read the texts before the session. The vast majority of articles are open source and available online. Some articles can be found on CAIRN, which you can access via your UCO student account. Articles with restricted access will be sent directly to your email address. Attendance is mandatory. The PowerPoint presentations used during the semester complement the in-person lectures. The final exam (written essay) accounts for 100% of the final grade.

Schedule and required readings are susceptible to change according to the specific instructor in charge of the course

Course	Theme	Required Reading	Optional reading
1.	Introduction, definition of the "Anglo-Saxon" geographical area, political parties & party systems	Emile CHABAL, "The Rise of the Anglo-Saxon: French Perceptions of the Anglo-American World in the Long Twentieth Century" Paul A. KRAMER, "Empires, Exceptions, and Anglo-Saxons: Race and Rule between the British and United States Empires, 1880–1910"	Renato RODRIGUES DA SILVA, "The Uses of the 'Anglo-Saxon Past' between Revolutions, Imperialism and Racism" Mélanie TORRENT, "Le commonwealth et l'influence britannique dans le monde : risque et défis",
2.	Roles, theories of political parties and party systems	Anson MORSE, "What is a Party?" Steven WOLINETZ, "Beyond the Catch-All Party: Approaches to	Fernando Casal BÉRTOA, "Political parties or party systems? Assessing the 'myth' of

	Emergence of English political parties	the Study of Parties and Organization in Contemporary Democracies" Émilie VAN HAUTE & Nicolas SAUGER, "Partis politiques et systèmes partisans"	institutionalisation and democracy" Seymour Martin LIPSET, "Some Social Requisites of Democracy: Economic Development and Political Legitimacy"
3.	Political parties - England / Great Britain	Wilbur C. ABBOTT, "The Origin of English Political Parties" Stuart BROOKES & Andrew REYNOLDS, "The Origins of Political Order and the Anglo-Saxon State" Richard ROSE, "Classes sociales et partis politiques en Grande-Bretagne dans une perspective historique"	Martin MARCUSSEN, *et al*. "Constructing Europe? The Evolution of French, British, and German Nation-State Identities"
4.	Political parties - Ireland / Northern Ireland	Catherine MCGLYNN, Jonathan TONGE & Jim MCAULEY, "The Party Politics of Post-devolution Identity in Northern Ireland" John COAKLEY, *Ethnic conflict and its resolution: the new Northern Ireland model*	Élise FERON, "Les églises et le conflit nord-irlandais" Michael MARSH, *Party identification in Ireland: an insecure anchor for a floating party system*
5.	Political parties - USA	John ALDRICH & Ruth GRANT, "The Antifederalist, the First Congress, and the First Parties", Rogers M. SMITH, "Beyond Tocqueville, Myrdal, and Hartz: The Multiple Traditions in America" Federalist papers #10 and #51 David Karol, "American Political Parties: Exceptional No More"	Martin GILENS & Benjamin PAGE, "Testing Theories of American Politics: Elites, Interest Groups, and Average Citizens" Alan I. ABRAMOWITZ & Steven W. WEBSTER, "Negative Partisanship: Why Americans Dislike Parties But Behave Like Rabid Partisans"
6.	Political parties - Canada	Philip CONVERSE, Georges DUPEUX & John MEISEL, *Continuities in popular political culture: French and Anglo-Saxon contrasts in Canada* Pascale DUFOUR & Christophe TRAISNEL, "Aux frontières mouvantes des mouvements sociaux, ou quand les partis politiques s'en mêlent. Le cas du souverainisme au Québec"	E. BOURGEOIS, & J.-F. GODBOUT, "Le développement des partis politiques au Bas-Canada (1791-1840)" Martin WESTMACOTT, "Les Whips et la cohésion des partis politiques"

		Frank UNDERHILL, *Les partis politiques canadiens : La société historique du Canada*	
7.	Political parties - Australia	Ray MARKEY, "A Century of the Labour Movement in Australia" Simon JACKMAN, *Political parties and electoral behavior (Australia)*	Sarah CAMERON & Ian MCCALLISTER, "Trends in Australian Political Opinion 1987-2019. Results from the Australian Election Study 1987-2019"
8.	Political parties - India	Ashutosh VARSHNEY, "Why Democracy Survives" Rajiv KUMAR, "Great transition in Indian politics: Reflections on the dynamics of party system" Milan VAISHNAV & Jamie HINSTON, *The Dawn of India's Fourth Party System*	Rajni KOTHARI, "The Congress 'System' in India" Giles VERNIER, "Les partis politiques en Inde : un pluralisme politique qui résiste"

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Université Catholique de l'Ouest
Department of Political Science
Semester 5

L'Afrique et ses enjeux politiques/Africa's Contemporary Political Issues
(24 hours)

Professor : Mr. Brad SAFARIK
contact : bsafarik@uco.fr

Course description
This course analyzes and contextualizes the various political, economic, and social issues facing the African continent, particularly Africa south of the Sahara. Designed as an introduction to politics and political economy in Africa, this course examines different perspectives on the continent, particularly since the waves of independence in the 1960s. Topics covered include colonial legacies, state formation, democratization and authoritarianism, specific national and regional conflicts, the consolidation of civil society, and the role of developmental foreign aid.

Course objective
The acquisition of general knowledge about the African continent is a fundamental part of the course. The objectives of the course are to understand the colonial traces of the state and society in Africa and then to follow the social, economic, and ideological transformations that have taken place through a longue-durée perspective. The aim is not only to understand the main analytical approaches to Africa and the development challenges facing the continent, but also to appreciate the complexities of these analyses.

Teaching organization and assessment methods
Each course will be accompanied by a selection of required and supplementary texts. To ensure the proper preparation for the course, students are asked to read the texts before each respective session. The vast majority of articles or books are open source and available online. Some articles can be found on CAIRN, which you can access via your UCO student account. Articles with restricted access will be sent directly to your email address. Attendance is mandatory. The final exam for the course (written exam) accounts for 100% of the final grade.

Course n°	Main theme	Required reading	Optional reading
1.	Introduction, geographical revision & colonial heritage	Mamoudou GAZIBO & Céline THIRIOT, "Introduction. L'Afrique en science politique", *in* Mamoudou GAZIBO, *et al*. *Le politique en Afrique*, 2009 : 13-18. Abdul Raufu MUSTAPHA, "Repenser la science politique africaniste", 2006 : 4-11. Alex THOMSON, *An Introduction to African Politics*, chs. 1 & 2, 2010: 1-31.	Achille MBEMBE, "À la lisière du monde : Frontières, territorialité et souveraineté en Afrique", 2000 : 259-284.
2.	Analyses upon Independence	Kwame NKRUMAH, *Africa Must Unite*, ix – xvii (introduction), 1963.	Hakim ADI & Marika SHERWOOD, *Pan-African History: Political figures from Africa and the*

		Frederick COOPER, "Introduction: from colonies to Third World", 2002, 1-19. Gabrielle LYNCH & Gordon CRAWFORD, "Democratization in Africa 1990-2010: an assessment", 2011: 275-310.	*Diaspora since 1787,* 2003 (read some profiles). Michel DOBRY, "Les voies incertaines de la transitologie : choix stratégiques, séquences historiques, bifurcations et processus de path dependence", 2000 : 585-614.
3.	Third Wave : Liberalization and hybrid regimes	Larry DIAMOND, "Elections Without Democracy: Thinking about Hybrid Regimes", 2002, 21-35. Michael BRATTON & Nicolas VAN DE WALLE, "Neopatrimonial Regimes and Political Transitions in Africa", 1994: 453-489. Robert JACKSON & Carl ROSBERG, "Why Africa's Weak States Persist: The Empirical and the Juridical in Statehood", Oct. 1982: 1-24.	Steven LEVITSKY & Lucan WAY, "Elections Without Democracy: The Rise of Competitive Authoritarianism", 2002: 51-65. Andreas SCHEDLER, "Elections Without Democracy: The Menu of Manipulation", 2002: 36-50. Robert MATTES, "La démocratie en Afrique : La demande, l'offre, et le 'démocrate insatisfait'", Fév. 2019.
4.	Theoretical approaches: decrypting the state in Africa	Jean-François BAYART, "L'historicité de l'État importé", 1996, 23 p. Jean-François MEDARD, "L'État patrimonialisé", 1990 : 25-36. Anne PITCHER, Mary MORAN & Michael JOHNSTON, "Rethinking Patrimonialism and Neopatrimonialism in Africa", 2009: 125-56.	Gero ERDMANN & Ulf ENGEL, *Neopatrimonialism Revisited - Beyond a Catch-All Concept*, Feb. 2006. Christian LUND, "Twilight Institutions: Public Authority and Local Politics in Africa", 2006: 685-705. Béatrice HIBOU, "Retrait ou redéploiement de l'État?", 1998 : 151-168.
5.	Civil society – "bottom-up" analysis	Jean-François BAYART, "La revanche des sociétés africaines", 1983 : 95-127. Christian COULON, "Les dynamiques de l'ethnicité en Afrique noire", *in* Pierre BIRNBAUM (dir.), *Sociologie des nationalismes*, 1997 : 37-53.	Michael BRATTON, *Civil Society and Political Transition in Africa*, 1994, 21 p. *Trois décennies de transition démocratique en Afrique : quels dividendes pour les*

			citoyens ?, Rapport du Dialogue régional de Cotonou, 10-12 nov. 2017
6.	Political instability and conflict	Céline THIRIOT, "La place des militaires dans les régimes post-transition d'Afrique subsaharienne", 2008 : 15-34. Didier PÉCLARD & Delphine MECHOULAN, *Rebel Governance and the Politics of Civil War*, 2015.	Marie-Luce DESGRANDCHAMPS, "Du Congo au Biafra. Guerres civiles et actions humanitaires dans les relations internationales postcoloniales", 2018 : 55-67.
7.	Political instability and conflict II	Christopher CRAMER, *"Civil War is Not a Stupid Thing": exploring growth, distribution and conflict linkages*, Oct. 2011. Laurent GOETSCHEL & Didier PECLARD, "Les conflits liés aux ressources naturelles. Résultats de recherches et perspectives", 2006.	David LEWIS, John HEATHERSHAW & Nick MEGORAN, "Illiberal Peace? Authoritarian Modes of Conflict Management", 2018.
8.	Development aid, economic extraversion, & debt	Jean-François BAYART, "L'Afrique dans le monde : une histoire d'extraversion", 1999, 97-120. Deborah BRÄUTIGAM, "China, Africa and the International Aid Architecture", 2010, 48 p. Jean-Phillipe BERROU & Thomas EEKHOUT, "L'économie informelle : un défi au rêve d'émergence des économies africaines ?", 2019 : 121-146.	Thomas BIERSCHENK, Jean-Pierre CHAUVEAU et Jean-Pierre OLIVIER DE SARDAN, *Courtiers en développement : Les villages africains en quête de projets*, 2000. Arthur SILVE, "Botswana et Maurice, Deux Miracles Africains : Profiter de ses rentes sans hypothéquer son développement", 2012 : 29-45.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**M. Zachary Prestwich & Mme Marie Legagneux**
Title of the course:	**English**
Year of study and semester:	Year 1, Semester 1, 2,
Total hours	36 by semester
Academic prerequisites for this course:	High school diploma
Evaluation methods:	Evaluation during the semester: - Individual oral presentations (20%), ILOS 4.2 - Individual homework: reading, writing (30%), ILOS 4.1 - Final Written test (50%), ILOS 4.1
Course objectives:	➢ To improve overall level in English with the aim of achieving native proficiency and the ability to function easily at the level required in an academic environment. ➢ To improve oral comprehension through activities using authentic media. ➢ To enhance communication skills through grammar-based activities. ➢ To improve spoken fluency and confidence when communicating spontaneously. To understand and develop the most efficient language learning methods for acquiring overall fluency in English.
Key concepts / notions:	**As above**
General presentation of the course/syllabus:	General English is a four skills course in which students will develop listening, speaking, reading and writing skills, as well as learn about English-speaking cultures around the world (see detailed Lesson content document)

Intended Learning Outcomes	Definition:
4. Interpersonal skills	4.1 Ability to produce logical and consistent content in a written form in English and at least one other foreign language. 4.2 Ability to communicate orally in a clear and unambiguous manner, to give a presentation in front of an audience, a peer group and/or a lecturer. Demonstrate negotiation skills. Discuss and debate problems with methodological rigor and logical coherence.

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Mccarthy M, & O'Dell, F. English Vocabulary in use Advanced, Cambridge University Press, 2008.

Murphy, R. English Grammar in use third edition Intermediate. Cambridge University Press, 2009.

Hashemi, L with Murphy,R. English Grammar in use supplementary exercises. Cambridge University Press, 2008.

Hewings, M. Advanced Grammar in use second edition. Cambridge University Press, 2009.

Hancock, M. English Pronunciation in use Intemediate, Cambridge University Press, 2008

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Spratt, M & Taylor, L. The Cambridge CAE course self study student's book. Cambridge Unversity Press, 1999.

ETS. The Official Guide to the TOEFL test, third edition. McGraw-Hill, 2009.

Sharpe, P. Barron's Practice Exercises for the TOEFL, 6th Edition. Barron's Educational Series, 2007.

Bovée, C & Thill, J. Business Communication Today global edition. Pearson Education, 2014.

Hacker, D & Sommers, N. A Pocket Style Manual sixth edition. Bedford St Martin's, 2012.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Richard Palmer**
Title of the course:	**English**
Year of study and semester:	**Year 2, Semester 3**
Total hours	**24**
Academic prerequisites for this course:	Year 1 English
Evaluation methods:	Evaluation during the semester: - Individual oral presentations (20%), ILOS 4.2 - Written test: listening, reading, writing (30%), ILOS 4.1 - Final Written test (50%): Listening , Reading, Written (ILOS 4.1)
Course objectives:	To improve overall level in English with the aim of achieving native proficiency and the ability to function easily at the level required in an academic environment and a professional environment.
Key concepts / notions:	Business, Economics, The Economy, Advertising, Comparing-contrasting, Business Pitches, Vocabulary development (upgrade)
General presentation of the course/syllabus:	General English is a four skills course in which students will develop listening, speaking, reading and writing skills. Studies of various authentic or didacticised documents to learn, read, recognise and use English more and more naturally in their exchanges. **Themes:** 1.Business Issues -The role of economists -Factors that influence company performance -Doing business in a gloablised context -Actors in the Economy (IMF, World Bank, WTO…) 2.Powerful Advertising -Advertising Techniques -Ad Critique (Physical and Visual) -History and influence of Advertising on business -Analysis of an Ad 3.Pitching an Idea (Elevator Pitch) -Small Talk (techniques) -Selling Self (power verbs and key words) -Selling an idea (persuasion- from Ad techniques) 4.Compare and Contrast

	-Critiquing in a nuanced manner -Highlight pros and cons and present same

Intended Learning Outcomes	Definition:
4. Interpersonal skills	4.1 Ability to produce logical and consistent content in a written form in English and at least one other foreign language. 4.2 Ability to communicate orally in a clear and unambiguous manner, to give a presentation in front of an audience, a peer group and/or a lecturer. Demonstrate negotiation skills. Discuss and debate problems with methodological rigor and logical coherence.

Bibliography:

Mccarthy,M & O'Dell, F. English Vocabulary in use second edition, Upper intermediate. Cambridge University Press, 2009.

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ETS. The Official Guide to the TOEFL test, third edition. McGraw-Hill, 2009.

Sharpe, P. Barron's Practice Exercises for the TOEFL, 6th Edition. Barron's Educational Series, 2007.

Bovée, C & Thill, J. Business Communication Today global edition. Pearson Education, 2014.

Hacker, D & Sommers, N. A Pocket Style Manual sixth edition. Bedford St Martin's, 2012.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**MOUGHAYT, Bachar**
Title of the course:	**Principles of Marketing**
Year of study and semester:	**Year 2, Semester 1**
Total of hours:	**30**
Academic prerequisites for this course:	Introductory course in marketing
Evaluation methods:	Evaluation during the semester: -written test (25%): questions on the content of the course, ILOS 1.1 -group projects (25%): presentations + dossier (ILOS 4.3) Final exam (50%): -written test: case studies (ILOS 1.2) and questions on the content of the course (ILOS 1.1)
Course objectives:	This course provides students with an overview of the marketing function with an emphasis on creating value through marketing, consumer behaviour, pricing strategies, marketing channels, and various methods of marketing mix
Key concepts:	Marketing strategies; customer value; product branding strategies; pricing strategies; profit maximization; new product development; life-cycle strategies; distribution channels; public relations within the promotion
General presentation of the course/syllabus:	**1. Marketing: Creating and Capturing Customer Value** -Define marketing and outline the steps in the marketing process -Explain the importance of understanding customers and the marketplace and identify the five core marketplace concepts -Identify the key elements of a customer-driven marketing strategy and discuss the marketing management orientations that guide marketing strategy -Discuss customer relationship management and identify strategies for creating value for customers and capturing value from customers in return **2. Products, Services, and Brands: Building Customer Value** -Define product and the major classifications of products and services -Describe the decisions companies make regarding their individual products and services, product lines, and product mixes -Identify the four characteristics that affect the marketing of services and the additional marketing considerations that services require -Discuss branding strategy—the decisions companies make in building and managing their brands. **3.Pricing Strategies** **-** Describe the major strategies for pricing new products

	- Explain how companies find a set of prices that maximizes the profits from the total product mix - Discuss how companies adjust their prices to consider different types of customers and situations - Discuss the key issues related to initiating and responding to price changes **4.New Product Development and Product Life-Cycle Strategies** - Explain how companies find and develop new-product ideas - List and define the steps in the new-product development process and the major considerations in managing this process - Describe the stages of the product life cycle and how marketing strategies change during a product's life cycle - Discuss two additional product issues: socially responsible product decisions and international product and services marketing **5.Retailing and Wholesaling** **-** Explain the role of retailers in the distribution channel and describe the major types of retailers - Describe the major retailer marketing decisions - Discuss the major trends and developments in retailing - Explain the major types of wholesalers and their marketing decisions **6.Advertising and Public Relations** **-** Define the role of advertising in the promotion mix - Describe the major decisions involved in developing an advertising program - Define the role of public relations in the promotion mix - Explain how companies use public relations to communicate with their publics

Intended Learning Outcomes	Definition:
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law. 1.2 Ability to carry out a market analysis, prepare a marketing plan, a balance sheet, an income statement, analyze cash flows, and develop a business plan
4. Interpersonal skills	4.3 Ability to organize a project-based group work to deliver the best possible result (formulate goals, distribute roles and tasks, prioritize assignments etc.).

Bibliography

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Perreault Jr., W. D., Cannon, J. P., & McCarthy, E. J. (2013). "Essentials of Marketing: A Marketing Strategy Planning Approach". 14th Edition. McGraw-Hill Education.

Lamb, C. W., Hair, J. F., & McDaniel, C. (2020). "MKTG". 13th Edition. Cengage Learning.

Keller, K. L., & Kotler, P. (2016). "Marketing Management". 15th Edition. Pearson Education, Inc.

Schiffman, L. G., & Kanuk, L. L. (2014). "Consumer Behavior". 11th Edition. Pearson Education, Inc.

Course Title: Marketing and Consumer behavior

Course Duration: 18 hours

Course Description:

This course explores the fundamental principles of marketing and consumer behavior. Students will gain insights into how consumers make decisions, the factors influencing those decisions, and how marketers can leverage this understanding to develop effective marketing strategies.

Course Objectives:

- Understand the core concepts and theories of marketing and consumer behavior.
- Analyze the factors influencing consumer behavior, including psychological, social, cultural, and situational factors.
- Explore various models and frameworks for understanding consumer decision-making processes.
- Examine the role of market segmentation, targeting, and positioning in marketing strategies.
- Evaluate the impact of digital technology and globalization on consumer behavior and marketing practices.
- Develop critical thinking and analytical skills to apply marketing and consumer behavior theories in real-world scenarios.

Course Outline:

I. Introduction to Marketing and Consumer Behavior (3 hours)

- Overview of Marketing Concepts
- Evolution of Consumer Behavior Studies
- Importance of Understanding Consumer Behavior in Marketing
- Key Psychological and Sociological Theories

II. Consumer Decision-Making Process (3 hours)

- Models of Consumer Decision Making (Economic, Cognitive, Emotional)
- Factors Influencing Consumer Behavior (Internal and External)
- Consumer Behavior Research Methods (Surveys, Experiments, Observations)

III. Psychological and Social Influences on Consumer Behavior (3 hours)

- Perception, Learning, and Memory
- Motivation and Maslow's Hierarchy of Needs
- Attitudes, Beliefs, and Values

- Social Influence and Group Dynamics

IV. Cultural and Situational Influences (3 hours)

- Cultural Factors in Consumer Behavior
- Subcultures and Cross-Cultural Marketing
- Situational Factors (Time, Place, Context)
- Decision Heuristics and Biases

V. Market Segmentation and Targeting (3 hours)

- Understanding Market Segmentation
- Target Market Selection Strategies
- Positioning and Differentiation

VI. Marketing Strategies and Applications (3 hours)

- Product Development and Branding
- Pricing Strategies
- Distribution Channels and Retailing
- Integrated Marketing Communications

VII. Contemporary Issues in Marketing and Consumer Behavior (3 hours)

- Impact of Technology on Consumer Behavior
- Ethical and Sustainable Marketing Practices
- Globalization and International Marketing
- Future Trends in Marketing and Consumer Behavior

Assessment Methods:

Final project: Develop a marketing strategy for a real or hypothetical product/service, incorporating insights from consumer behavior theories.

Recommended References:

- Lantos, G. P. (2015). Consumer Behavior in Action: Real-life Applications for Marketing Managers. Routledge.
- Mooij, M. K. de. (2004). Consumer Behavior and Culture: Consequences for Global Marketing and Advertising. SAGE.
- Peter, J. P., & Jerry, O. (2007). Consumer Behavior. McGraw-Hill Companies,Incorporated.

Sociology of International Relations

Enseignant : Samantha Marro-Bernadou

This course aims at studying IR using a different perspective from what was done in Bachelor, in order to upgrade students' IR skills. The sociological perspective will enable us to put the light on IR practices, modes of action and organizations, considering that international relations must be studied as social facts. This way, students will have a good understanding of international phenomena, both in terms of theory and practice. A focus on contemporary conflicts will be useful for future diplomats. Course outline Available soon. Helpful references: Guillaume Devin & Marieke Louis, Sociologie des relations internationales, Paris, La Découverte, 2023, 128 p. Thomas Meszaros, "The French Tradition of Sociology of International Relations: An Overview", The American Sociologist, vol. 48, n°3/4, 2017, pp. 297-341

Université Catholique de l'Ouest
Master Diplomatie Globale
Autumn Semester

Migration and Environmental Issues (18 hours)

Instructor: M. Brad SAFARIK
contact: bsafarik@uco.fr

Course description

This course is designed to study the history and evolution of migration within international relations, with an emphasis on how environmental issues have come to impact migrations flows. While primarily focusing on the roles of states in managing migration, the course will also describe the overall international architecture of organizations and agencies that engage in the question of migration at different scales in both the public and private sectors. The different theories behind the phenomenon of migration will be analyzed with case studies to link theory to practice. The definition of the different categories of migrants will be emphasized alongside the obligations of states in respect to international law and treaties designed to protect them. The course will focus on migration as a global phenomenon, while also focusing on specific regional trends in the world. This geographic approach allows for important comparative analysis and understanding of both the differences and similarities that migration issues pose for different countries.

Course objectives

- Contextualize the history of migration at the global and regional levels
- Ability to define the different categories of migrants and the international protections that may apply to them
- Understanding of state obligations of migrant protection under international law
- Develop a comparative analysis of how and why countries and regions approach migration differently
- Appreciate the risks and benefits facing states when formulating immigration policy
- Knowledge of the main international organizations that are involved in migration issues

Course structure

Each course will be accompanied with a selection of readings. In order to be fully prepared for each course, it is necessary to read the required text before the course in question. If the readings are not readily available online, the instructor will send them to you directly by mail. The course will be lecture-based, but extensive student engagement will be required during class discussions. Various group activities will be included during the semester and participation is an essential and mandatory component of the course. The lecture and group activities will all be done in the English language.

Evaluation

Presence is required for each course unless the student has a justification for their absence. The course will include case study work focusing on immigration and environmental policy for a specific country. Participation in the oral presentation along with a country-specific position paper will make up 20% of the final grade. The final exam will be a written essay where students are allotted three hours to complete. The final exam will make up 80% of the final grade.

Class	Main theme	Required reading
1.	Part I: Posing the foundations	Adamson & Tsourapas, "Migration Diplomacy in World Politics", 2019 Akçapar, "International Migration and Diplomacy", 2017

	Introductions, categories, & definitions	
2.	Part I: Posing the foundations Categories (cont'd) & theories of migration	Castles, "Understanding Global Migration", 2010 Donato, "A Glass Half Full? Gender in Migration Studies", 2006 Fukuda-Parr & Muchhala, "The Southern origins of sustainable development goals", 2020 King, Skeldon, & Vullnetari, "Internal and International Migration: Bridging the Theoretical Divide", 2008 Meyers, "Theories of International Immigration Policy: A Comparative Analysis", 2004
3.	Part II: History & legal architecture Post-WWII	International Commission of Jurists, "Migration and International Human Rights Law", 2021 International Organization for Migration (IOM), *International Migration and Development. Continuing the Dialogue: Legal and Policy Perspectives*, 2008
4.	Part II: History & legal architecture Post-Cold War	Brouwer & Kumin, "Interception and Asylum", 2003 Faist, "Migrants as Transnational Development Agents", 2008 Adamson & Greenhill, "Deal-making, diplomacy and transactional forced migration", 2023. Bozorgmehr, Bakalian, & Salman, "Host hostility and Nativism", 2012 Liďák, & Štefančík, "Migration Diplomacy as a Foreign Policy Instrument", 2022
5.	Part III: Environmental issues Debates & state responsibilities	Dun & Gemenne, "Defining 'environmental migration'", 2008 Black, "The effect of environmental change on human migration", 2011 Government of Great Britain, "Foresight: Migration and Global Environmental Change", 2011 Piguet, "Linking climate change, environmental degradation, and migration: a methodological overview", 2010 Warner, "Global environmental change and migration: Governance challenges", 2010
6.	Part III: Environmental issues Adaptations to climate change	Renaud, "A Decision Framework for Environmentally Induced Migration", 2011 Swain, "Environmental migration and conflict dynamics: focus on developing regions", 1996 Warner, "Climate change, environmental degradation and migration", 2010

	Debate: Externalization of borders	
7.	Part IV: Focus on regional dynamics Migration & diplomacy	Levitt, & Jaworsky, "Transnational Migration Studies: Past Developments and Future Trends", 2007 European Parliament, "EU External Migration Policy and the Protection of Human Rights, 2020 Borderon, "Migration influenced by environmental change in Africa: A systematic review of empirical evidence", 2019 Faret, « Enjeux migratoires et nouvelle géopolitique à l'interface Amérique latine-États-Unis », 2018 IOM, "Extraregional Migration in the Americas: Profiles, Experiences and Needs", 2019 IOM, "Central America, North America and the Caribbean: Regional Strategy 2020-2024", 2020 Jesperson, *et al*. "Illicit Flows Fuelling Conflict in the Tri-Border: Migration and Artisanal gold mining in Sudan, Chad and Libya", 2021
8	Special session	

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**MOUGHAYT, Bachar**
Title of the course:	**International Marketing**
Year of study and semester:	**Year 3, Semester 6**
Academic prerequisites for this course:	Principles of marketing Market Research and Analysis
Evaluation methods:	Evaluation during the semester: -written test (25%): questions on the content of the course, ILOS 1.1 -group projects: presentations + dossier (25%), ILOS 2.2 - Final exam: case studies and questions on the content of the course (50 %), ILOS 1.1, ILOS 1.2
	decision-making process, internationalization, market selection, entry modes, triggers, barriers, contract manufacturing, implementation
Course objectives:	This course offers the students an analytic decision-oriented framework for the development and implementation of global marketing programmes. The students should be able to analyse, select and evaluate the appropriate conceptual frameworks for approaching the five main management decisions connected with the global marketing process: The students should understand how the firm can achieve global competitiveness through the design and implementation of market responsive programmes
	1.Global marketing in the firm - Characterize and compare the management style in SMEs (small and mediumsized enterprises) and LSEs (large-scale enterprises) - Identify drivers for global integration and market responsiveness - Explain the role of global marketing in the firm from a holistic perspective - Describe and understand the concept of the value chain - Identify and discuss different ways of internationalizing the value chain **2.Initiation of internationalization** **-** Discuss the reason (motives) why firms go international **-** Explain the difference between proactive and reactive motives **-** Analyse the triggers of export initiation **-** Explain the difference between internal and external triggers of export initiation **-** Describe different factors hindering export initiation **-** Discuss the critical barriers in the process of exporting **3.Intermediate entry modes**

	-Describe and understand the main intermediate entry modes: 1- contract manufacturing; 2- licensing; 3- franchising; and 4- joint venture/strategic alliances - Discuss the advantages and disadvantages of the main intermediate entry modes - Explain the different stages in joint-venture formation - Explore the reasons for the 'divorce' of the two parents in a joint-venture constellation - Explore different ways of managing a joint venture/strategic alliance

Intended Learning Outcomes	Definition
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law. 1.2 Ability to carry out a market analysis, prepare a marketing plan, a balance sheet, an income statement, analyze cash flows, and develop a business plan.
2. **Ethics and ERS competences**	2.2 Understanding of international and multi-cultural issues in the current business environment. Capacity for socio-economic, cultural, political, regional, and cross-country analysis.

Bibliography

Cateora, P. R., Graham, J. L., & Gilly, M. C. (2011). International Marketing. McGraw-Hill.
Hollensen, S. (2014). Global Marketing: A Decision-Oriented Approach. Pearson.
Keegan, W. J., & Green, M. C. (2017). Global Marketing. Pearson.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Kobzar-Brice, Kateryna**
Title of the course :	**Digital Marketing**
Year of study and semester:	**Year 3, Semester 6**
Total hours:	**36**
Academic prerequisites for this course:	Principles of marketing Digital culture Digital transformation and sustainability Digital project management
Evaluation methods :	Evaluation during the semester: -group projects (50%): dossier (ILOS 3.2) and oral presentations (ILOS 5.1) Final Exam: -written test (50 %): questions on the content of the course and MCQ (ILOS 1.1)
Course objectives :	The goal is to help a business undergo digital transformation. The project for this program takes the students through the project management lifecycle in a structured format.
Key concepts / notions:	Initiation, planning, execution, monitor & control, and closure stages of the project management lifecycle
General presentation of the course/syllabus:	1.Agile way of thinking – Agile Estimation, Planning, Monitoring and Control 2.Scrum is a framework for project management – Roles, Events and Artifacts 3.Skills & Tools to manage the digital projects – Stay Detail-oriented but Big-picture Focused (Notion, Monday, Trello, Hubspot,) – Create Visually Appealing Decks (google, prezi, crello..) – Speak in the Same Language as Developers – Collect Feedback (google, typeform…) – Visualize Data for Stakeholders (power BI, google..) 4.Case studies - learn best practices 5.Real project implementation: help a small family business undergo digital transformation – Agile Estimation and Planning of actions – Management of project within Scrum sprint frameworks (creation of website/ application/ landing pages/ lead generation via e-mail system) – Presentation of project, collect of feedback & adjustment

Intended Learning Outcomes	Definition
1. Core knowledge.	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law
3. Intellectual skills.	3.2. Demonstrate basic research skills and methodological rigor, produce qualitative and quantitative research, make conclusions, defend a chosen position, evaluate the reliability of data sources.
5. ICT skills	5.1 Demonstrate a general mastery of IT tools relevant to business administration.

Bibliography

1.eMarketing excellence: planning and optimizing your digital marketing, Chaffey, Dave; Smith, P. R. 2013
2.Internet Marketing: integrating online and offline strategies, Mary Lou Roberts; Debra L Zahay 2012
3.Visual Social Media Marketing: Harnessing Images, Instagram, Infographics and Pinterest to Grow Your Business, Krista Neher 2013
4.The best digital marketing campaigns in the world: II, Damian Ryan 2014
5.Digital marketing: a practical approach, Alan Charlesworth 2014
6.An introduction to social media marketing, Alan Charlesworth 2015
7.Digital marketing: strategy, implementation and practice Dave Chaffey; Fiona Ellis-Chadwick; Dave Chaffey 2012

SEO & ANALYTICS
https://alyze.info/
https://www.semrush.com/
https://neilpatel.com/ubersuggest/
https://analytics.google.com/analytics/web/
https://answerthepublic.com/5bd53w/member/searches

CREATION & PLANNING AT SOCIAL MEDIA
https://www.canva.com/https://create.vista.com/
https://www.mojo-app.com/
https://www.planoly.com/
https://www.loomly.com/

Course Title: International Marketing

Course Duration: 18 hours

Course Description:

International marketing focuses on the strategies and tactics necessary to market products and services globally. This course will explore the complexities of international markets, cultural differences, market entry strategies, and the impact of globalization on marketing practices.

Course Objectives:

- Understand the fundamental concepts and theories of international marketing.
- Analyze the impact of cultural, economic, political, and legal factors on international marketing strategies.
- Explore various market entry modes and their implications for international business expansion.
- Develop skills in conducting market research and analysis for international markets.
- Examine the role of digital marketing in reaching global audiences.
- Evaluate case studies and real-world examples of successful international marketing campaigns.
- Cultivate critical thinking and problem-solving skills in the context of global marketing challenges.

Course Outline:

I. Introduction to International Marketing (2 hours)

- Overview of international marketing
- Importance of international marketing in the global economy
- Key differences between domestic and international marketing
- Theories and frameworks in international marketing

II. Understanding Global Markets (2 hours)

- Cultural influences on consumer behavior
- Economic factors affecting international marketing decisions
- Political and legal environments in international markets
- Technological advancements and their impact on global marketing

III. Market Entry Strategies (2 hours)

- Exporting, licensing, franchising, and joint ventures

- Direct investment strategies: subsidiaries and acquisitions
- Strategic alliances and partnerships
- Risks and benefits associated with different market entry modes

IV. Market Research and Analysis (2 hours)

- Importance of market research in international marketing
- Methods and techniques for conducting international market research
- Market segmentation and targeting in global markets
- Competitive analysis and positioning strategies

V. International Product and Brand Management (2 hours)

- Product adaptation vs. standardization
- Global branding strategies
- Product life cycle management in international markets
- Packaging and labeling considerations

VI. International Pricing and Distribution Strategies (2 hours)

- Pricing strategies for global markets
- Factors influencing international pricing decisions
- Distribution channels and logistics management
- E-commerce and digital distribution in global marketing

VII. International Promotional Strategies (2 hours)

- Integrated marketing communications in global campaigns
- Cultural considerations in advertising and promotion
- Social media and digital marketing on a global scale
- Public relations and crisis management in international markets

VIII. Case Studies and Practical Applications (2 hours)

- Analysis of successful international marketing campaigns
- Review of recent trends and developments in global marketing
- Group discussions and presentations on real-world international marketing challenges
- Final assessment and review

Assessment Methods:

Final Exam: 100% of the course grade

Recommended References (real references):

- Bradley, F. (2005). International Marketing Strategy. Pearson Education.
- Shaw, J., & Onkvisit, S. (2008). International Marketing: Strategy and Theory. Routledge.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Kateryna Kobzar-Brice**
Title of the course:	**Digital transformation and sustainability**
Year of study and semester:	**GIEE 1, Semester 2**
Total hours:	**18**
Academic prerequisites for this course:	None
Evaluation methods :	Evaluation during the semester: -individual Homework (20%), ILOS 5.1 -group projects (30%): oral presentations, ILOS 2.3 -final written test (50 %): questions on the content of the course and MCQ, ILOS 5.2
Course objectives:	To introduce the concept of digital transformation and challenges of the 4th industrial revolution era. To discuss sustainable and ethical challenges of digital world; understand the key technologies and concepts behind the disruptive innovation and technological breakthroughs.
Key concepts / notions:	Digital transformation, disruptive innovation, sharing economy, platforms and new business models, artificial Intelligence, information wars and privacy issues.
General presentation of the course/syllabus:	The course introduces the problematics of omnipresent digitalization, its impact on business and people's lives. How technologies transform industries? How new business models built on digital technologies might have a positive impact on sustainability? What are the best practices of applying technologies to reducing the footprint in production, etc. The overview of the current state of digital transformation within various industries appeals to reflections about the future of technologies and related economic development. The following topics are covered within the course. • 4th industrial revolution and Digital transformation • Disruptive innovation and entrepreneurship • Sharing economy, platforms and new business models • Data management, data related issues • Digital business: online customer acquisition techniques Group project: sustainable digital project pitch

Intended Learning Outcomes	Definition
2. Ethics and ERS competences	2.3 Ability to identify sustainability challenges and address the ESG-related agenda in future managerial tasks.
5. ICT skills	5.1 Demonstrate a general mastery of IT tools relevant to business administration. 5.2 Understanding of core concepts of programming languages (sequences, events, loops, conditional instructions, functions, variables), principles of data collection, analysis, and protection.

Bibliography

McAfee, A., Brynjolfsson, E., *Machine, Platform, Crowd: Harnessing our digital future,* WW Norton & Co, 2017.

Schwab, Klaus, *The 4th Industrial Revolution*, *World Economic Forum,* 2016.

NGO Governance

Enseignant : Géraud Veillet-Lavallée

This course aims to deepen understanding of the structure and governance of NGOs active on the international scene. It examines the role of these entities, which have become essential in key areas such as humanitarian aid, the environment and human rights. This course will provide a detailed analysis of the interactions between NGOs and other players in international diplomacy, highlighting the dynamics of cooperation and conflict that can arise.

Semestre 2

Foreign policy analysis

Enseignant ; Pierre Bourgois

Les relations internationales se définissent par l'absence de souveraineté au-dessus des États. En d'autres termes, ces derniers évoluent dans un monde anarchique, au sein duquel ils adoptent chacun une action spécifique, dont la forme et la substance leur sont propres et dépendent d'une multitude de critères. Ce cours vise à analyser la politique étrangère sous ses nombreuses dimensions, qu'elles soient historiques, conceptuelles ou encore, géopolitiques. L'objectif sera ainsi de comprendre les enjeux qui entourent la conduite extérieure des États, et d'offrir une grille d'analyse permettant de l'interpréter dans sa complexité

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**ABBAS Ali Hussein**
Title of the course:	**Statistics for economics and management.**
Year of study and semester:	**GIEE 1, Semester 2.**
Total hours:	**36**
Academic prerequisites for this course:	**None**
Evaluation methods:	Evaluation during the semester: - Written test (50 %): exercises (ILOS 3.1) - Final exam (50 %): Written test with exercises (ILOS 3.1)
Course objectives:	The goal of this course is to introduce students to the essential methods and concepts in descriptive statistics.
Key concepts / notions:	Mean, Median, Quartiles, standard deviation, z-score, correlation coefficient, probability, Bayes Theorem, random variable, binomial distribution, Poisson distribution, normal distribution.
General presentation of the course/syllabus:	• Data: Categorical and Quantitative Data, Cross-Sectional and Time Series Data. • Measures of Location: Mean, Median, Mode and Quartiles. • Measures of Variability: Range, Interquartile Range, Variance and Standard Deviation. • z-Scores and Chebyshev's Theorem. • Five-Number Summary and Box Plot. • Measures of Association Between Two Variables: Covariance and Correlation Coefficient. • Probabilities: Combinations and Permutations. • Events and Their Probabilities. • Conditional Probability and Independent Events. • Bayes Theorem. • Discrete Probability Distributions. • Binomial, Poisson, and Hypergeometric Probability Distributions. • Continuous Probability Distributions. • Uniform, Normal and Exponential Probability Distributions.

Intended Learning Outcomes	Definition
3. Intellectual skills	3.1. Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography

Sweeney Dennis J., Anderson David R., *Statistics for Business & Economics,* Cengage Learning India Pvt. Ltd, 2018.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Méra Xavier**
Title of the course:	**International Economics**
Year of study and semester:	**Year 2, Semester 4**
Total of hours	36
Academic prerequisites for this course:	Introduction to economic analysis History of economic thought Microeconomic principles Macroeconomic principles
Evaluation methods:	Evaluation during the semester (50 %): -Written test: MCQ test, ILOS 1.1 Final exam (50 %): - Written test MCQ, questions on the content of the course (ILOS 1.1) and text commentary (ILOS 3.2)
Course objectives:	The aim of the course is to cover the fundamentals of the theories and empirics of international trade. Students should then be able to understand the age-old free trade vs protectionism controversy and its present significance, and what is at stake in the development of international institutions.
Key concepts / notions:	Economic integration, tariffs, import quotas, trade agreement, GATT, WTO, comparative advantage, relative factor abundance, economies of scale, interindustry/interindustry trade, rate of protection, infant industry, harmonization of standards.
General presentation of the course/syllabus:	This course offers a comprehensive examination of the underlying reasons for the existence of trade, the expected patterns that trade follows, and the resulting impact on the allocation of productive resources in each country. Additionally, it delves into the consequences of legal trade barriers and their historical roots. The course is organized as outlined below: - Introduction to the World Economy - International Institutions since WWII - Comparative Advantages and the Gains from Trade - More Reasons to Trade - Tariffs and Quotas - Commercial Policy - Labor and Environmental Standards

Intended Learning Outcomes	Definition
1. Core knowledge	1.1 Ability to understand and put into practice the foundation of fundamental knowledge in management, marketing, economics, accounting, finance and business law, knowing how to take a step back.
3. Intellectual skills	3.2 Demonstrate basic research skills and methodological rigor, produce quality qualitative and quantitative research, draw conclusions, defend a given position and know how to assess the validity of data sources.

Bibliography

Gerber, J. (2017). *International Economics,* 7th ed., Pearson, 2017

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**ISRAEL, Karl-Friedrich**
Title of the course:	**Monetary and financial economics: a Christian approach**
Year of study and semester:	**L2, S4**
Total of hours	**18**
Academic prerequisites for this course:	Introduction to economic analysis History of economic thought Macroeconomic principles
Evaluation methods:	Evaluation during the semester: -reading test (30%), ILOS 2.1 -written test (20%): questions on the content of the course and exercise, ILOS 3.1, 1.1 Final exam (50%): questions on the content of the course and exercises, ILOS 3.1, 1.1
Course objectives:	The aim of the course is to provide strong foundations in monetary theory and to highlight ethical and moral considerations related to money, its production and distribution as well as its evolution in history
Key concepts:	Monetary theory, monetary policy, commodity money, fiat money, credit money, inflation, deflation, financial instability, redistribution of income and wealth
General presentation of the course/syllabus:	1. Foundational texts in the economic analysis of money: Nicolas Oresme and the Scholastics 2. Christian teachings on money 3. The origins and evolution of money 4. Comparative monetary systems: commodity moneys and fiat moneys and their properties 5. Banking under full and fractional reserves 6. Free banking versus central banking 7. Credit expansion and financial fragility 8. The justifications and effects of various monetary policies 9. The economic and cultural consequences of monetary expansion 10. The redistributive effects of monetary expansion

Intended Learning Outcomes	Definition
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law
2. Ethics and ERS competence	2.1 Ability to apply fundamental philosophical concepts to major ethical and social challenges, detect ethical problems specific to professional environments, understand ethical problem-solving mechanisms, especially in its human aspects (dignity, rights, and responsibilities).
3. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography:

Nicholas Oresme (1355): Treatise on the Origin, Nature, Law and Alterations of Money
Hülsmann (2019): Nicholas Oresme and the First Monetary Treatise
Juan de Mariana (1609): A Treatise on the Alteration of Money
Rothbard (2008): The Mystery of Banking, Auburn: Ludwig von Mises Institute.
Rothbard (2008): What has Government done to our Money, Auburn: Ludwig von Mises Institute

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**BLONDEAU, Céline**
Title of the course:	**Financial Markets and Institution**
Year of study and semester:	**Year 3, Semester 6**
Academic prerequisites for this course:	Accounting principle Macroeconomics and Microeconomics principle Mathematics applied to management and economics
Evaluation methods:	Evaluation during the semester (50 %): - written test: questions on the content of the course (ILOS 1.1) and exercises (ILOS, 3.1) Final exam (50 %): - written test questions on the content of the course (ILOS 1.1) and exercises (ILOS, 3.1)
Course objectives:	This module introduces the various types of financial institutions and their role in society including banks, insurance companies and investment managers. It then provides an overview of the major financial markets (money market, capital market and derivative market) and products (stocks, bonds, money market instruments) and how these are related to each other and to the institutions introduced earlier.
Key concepts / notions:	Stock market, Bond market, Money market, Interest rate risk and foreign exchange risk and hedging strategies, Banking institutions, Fractional reserve banking system and transformation risk, the role of the central bank, Systemic risk and regulation (Basel rules).
General presentation of the course/syllabus:	1. Introduction: presentation of the different institutions (markets, banks, asset managers etc.), some statistics 2. Capital Market: Stock and Bond Market, pricing (and elements of micro-structure), valuation, risk measurement and profile. 3. Money Market: Risk, valuation, the role of the interbank market 4. Foreign Exchange Market: Role and determinant. 5. Banking institution: Balance sheet analysis, Fractional reserve banking system, the Central bank (role, mission and tools), regulation (Basel) 6. Investment Funds: Typology, risk, structure Study Case 1: Trading book, types of orders and pricing Study Case 2: Risk Measurement Study Case 3: Stocks and Bonds Pricing Study Case 4: Interest rate risk and hedging strategy for a Bank Study Case 5: Foreign exchange rate risk and hedging strategy for a corporate.

Intended Learning Outcomes	Definition:
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law.
2. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography

Essentials of Investments By: Zvi Bodie; Alex Kane; Alan Marcus Publisher: McGraw-Hill Higher Education (International)
Corporate Finance, Global Edition Paperback – 18 Jun. 2019 by Jonathan Berk (Author), Peter DeMarzo (Author)

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Lermyte Jason**
Title of the course:	**Portfolio Management and Corporate Finance**
Year of study and semester:	**Year 3 , Semester 6**
Total of hours	**40**
Academic prerequisites for this course:	Accounting principle Mathematics applied to management and economics Computing (Excel and word) Financial Markets and Institutions
Evaluation methods:	Evaluation during the semester (50 %): - written test: questions on the content of the course (ILOS 1.1) and exercises (ILOS 1.2, 3.1) Final exam (50 %): - written test questions on the content of the course (ILOS 1.1) and exercises (ILOS 1.2, 3.1)
Course objectives:	This module introduces the various types of financial theories in the field of portfolio management and corporate finance.
Key concepts / notions:	Efficient portfolio, diversification, risk return, market risk vs specific risk, CAPM, capital structure, WACC, firm valuation, equity valuation and interest rate risk measurement.
General presentation of the course/syllabus:	1. Introduction: risk, return, of an asset and of a portfolio of assets (concept of diversification). 2. Market Model, systematic vs specific risk 3. Efficient Portfolio and Markowitz theory (with and without a risk-free asset). Tobin separation theory. 4. CAPM Model 5. Method of Equity and Firm Valuation (Gordon Shapiro – DCF model) 6. Financing structure of a firm, Modigliani-Miller Theorem. 7. Market Efficiency Hypothesis 8. Behavioral finance and technical analysis

Intended Learning Outcomes	Definition:
1.Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law. 1.2 Ability to carry out a market analysis, prepare a marketing plan, a balance sheet, an income statement, analyze cash flows, and develop a business plan.
3.Intellectual Skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography

Essentials of Investments By: Zvi Bodie; Alex Kane; Alan Marcus Publisher: McGraw-Hill Higher Education (International) Corporate Finance, Global Edition Paperback – 18 Jun. 2019 by Jonathan Berk (Author), Peter DeMarzo (Author)

Business Strategy

MBA1

Unit # 00

Programme Overview

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Course Objectives

- This course provides an overview of key concepts in business strategy, emphasizing the development and execution of effective strategic plans.
- Topics include:
  - industry analysis
  - competitive advantage
  - strategic planning frameworks, and
  - the role of innovation in shaping business strategies.

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Course evaluation

- **Assessment will be based as follows**
  1. Group research and presentations (20%)
  2. Individual research project (10%)
  3. In-class participation (10%)
  4. An end of module test (60%)

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Course Schedule

Session	Activity
11-Jan	Unit 01: Introduction to Business Strategy (Importance of strategic thinking, Evolution of strategic management)
18-Jan	Unit 02: The Strategic Planning Process (Components of a strategic plan
25-Jan	Unit 03: External Analysis (Industry Analysis, Porter's Five Forces Framework, Identifying industry trends and opportunities
15-Feb	Unit 04: External Analysis (PESTLE Analysis, Competitive landscape mapping
22-Feb	Unit 05: Internal Analysis and Competitive Advantage (SWOT Analysis, Resource-Based View (RBV), Core competencies and capabilities)
07-Mar	Unit 06: Internal Analysis and Competitive Advantage (Competitive Advantage, Value Chain Analysis, Building and sustaining competitive advantage)
14-Mar	Unit 07: Formulating and Executing Strategy (Generic Business Strategies - Cost Leadership, Differentiation, Focus - Strategic positioning)
28-Mar	Unit 08: Innovation and Business Strategy (Nautika Case Study Guidelines)
04-Apr	Unit 09: Strategy Implementation (Nautika Case Study Group Work)
11-Apr	Unit 10: Strategy Implementation (Nautika Case Study Presentations)
18-Apr	Unit 11: Strategy and Growth
25-Apr	Unit 12: End of Module Test

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Course Administration

1. Assistant: Raphael
   - Office: IA014 – Bâtiment Jeanneteau
   - Telephone: 02 72 79 63 53
   - Email: DUMAS rdumas@uco.fr
2. Lecturer: Mr. Ben P Dogley
   - Part-time Lecturer
   - Email: contact@pme-international-consulting.com

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Texts

- David & David, 2016, *Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition*
- Johnson, Whittington & Scholes, 2008, *Exploring Strategy Text & Cases 9th Edition*
- Porter, 2004, *The Competitive Strategy: Techniques for Analysing Industries and Competitors*

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Course Title: MBA in Supply Chain Management

Course Duration: 20 hours

Instructors:

Professor A (12 sessions of 2 hours each)

Professor B (12 sessions of 2 hours each)

Course Description:

This course provides an in-depth exploration of supply chain management strategies and practices. It covers the fundamental concepts, emerging trends, and real-world applications of supply chain management in a global business environment.

Course Objectives:

By the end of this course, students will be able to:

- Understand the key components of supply chain management.
- Analyze supply chain performance and identify areas for improvement.
- Evaluate the impact of supply chain decisions on a firm's overall strategy.
- Apply supply chain concepts to real-world business scenarios.
- Collaborate effectively with supply chain partners.

Course Outline:

Session 1: Introduction to Supply Chain Management (Professor A)

- Instructors' introductions and course overview.
- Historical evolution of supply chain management.
- Key drivers of supply chain management.

Session 2: Supply Chain Strategy and Design (Professor A)

- Formulating supply chain strategies.
- Supply chain network design.
- Supply chain performance metrics.

Session 3: Procurement and Supplier Management (Professor A)

- Strategic sourcing.
- Supplier selection and evaluation.

- Risk management in procurement.

Session 4: Operations and Inventory Management (Professor A)

- Inventory management techniques.
- Demand forecasting.
- Lean and agile supply chain strategies.

Session 5: Logistics and Distribution Management (Professor B)

- Transportation management.
- Warehouse and distribution center operations.
- Last-mile delivery.

Session 6: Information Technology in Supply Chain (Professor A)

Role of technology in supply chain management.

Supply chain software systems.

Data analytics for supply chain optimization.

Session 7: Sustainability and Ethics in Supply Chain (Professor A)

- Sustainable supply chain practices.
- Ethical considerations in supply chain management.
- Corporate social responsibility.

Session 8: Global Supply Chain Management (Professor B)

- Managing global supply chains.
- Cross-cultural issues in supply chain.
- Risk mitigation in global supply chains.

Session 9: Supply Chain Integration (Professor B)

- Collaborative planning, forecasting, and replenishment (CPFR).
- Vendor-managed inventory (VMI).
- Supply chain collaboration.

Session 10: Supply Chain Disruptions and Resilience (Professor ?)

- Identifying and managing supply chain disruptions.

- Building supply chain resilience.
- Business continuity planning.

Session 11: Case Studies and Group Projects (Both Professors)

Analyzing real-world supply chain cases.

Group project presentations and discussions.

Session 12: Final Exam and Course Wrap-Up (Both Professors)

Assessment:

Class participation: 10%

Group project: 30%

Midterm examination: 30%

Final examination: 30%

Course Materials:

Required textbook (to be specified by instructors).

Supplementary readings and case studies.

Crandall, R. E., Crandall, W. R., & Chen, C. C. (2009). *Principles of Supply Chain Management*. CRC Press.

Mani, V., & Delgado, C. (2018). *Supply Chain Social Sustainability for Manufacturing: Measurement and Performance Outcomes from India*. Springer.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**CSIBI Oscar, BOUCHE George**
Title of the course	**International Strategic Management**
Year of study and semester:	**Year 3, Semester 6**
Academic prerequisites for this course:	Marketing, Management, Financial analysis
Evaluation methods:	Evaluation during the semester: -individual exercises (15%), ILOS 2.2 -case studies (25%), ILOS 2.2, 3.2 -group projects: based on a Partner company case problem, validate the Export potential of an international growth strategic decision, and validate a market choice, ILOS 2.2, 3.2 Final Exam (50%): MCQ (ILOS 1.1) and Business Case (2.2, 3.2)
Course objectives	The overall objective of this course is to provide students with an understanding of the essential principles and tools of international strategic management with a view to developing the knowledge, skills, and awareness inherent in an international practice in an international context.
Key concepts / notions	Strategic diagnosis, corporate strategy, business strategy, growth, outsourcing, business model, competitive advantage, product mapping, business proposal, Internationalization.
General presentation of the course/syllabus:	**1. Introduction to the strategy and the strategic approach** - To formulate the strategy of an organization in a synthetic way. - Distinguish between the characteristics of the strategy at the level of general management, at the level of the field of activity or at the operational level. - Explain the three components of the strategic management model. - Describe how the work of different people contributes to the strategy. - Appreciating the importance of different organizational contexts, academic disciplines and four theoretical prisms in understanding the strategy. **2.External environment analysis** - Describe the strengths of the macroenvironment using the PESTEL model. - Evaluate different forecasting technics. - Identify the pivotal variables that determine the evolution of the macroenvironment, to build alternative scenarios. - Using Porter's 5(+1) forces of competition model

	- Assessing the attractiveness of an industry based on the analysis of the 5(+1) forces. - To identify different types of industries and their evolution - To analyse the positioning of competitors in the same industry, in terms of strategic groups, market segments, allowing to identify Blue Oceans. **3. Internal Diagnosis** - Key Success Factors for an Industry, - Life cycle of an industry - Capabilities, - Resources, Skills, - Competitive advantage, - Value chain, VRIO analysis - SWOT definition and implementation. **4.Strategic Choices, Corporate Strategies** - Scope of the company: diversification/specialization - Business development (alliance, purchase, outsourcing, integration) - Ansoff's growth matrix - BCG Matrix Experience Curve mains strategies vs International Market development, Porter's test of diversification **5: Strategic Choices, Business Strategies** - Segmentation of Strategic Business Areas - Segmentation criteria - Generic strategies - The strategic clock - Co-operation - Business Model, Canvas and Value proposition Canvas **6: Strategic Choices, Internationalization** - Choice of market penetration. Building and International Strategy: Where to start? How to select à target Market, - Factors of internationalization. Deciding which international strategy to follow **7: International environment** - Globalization, free trade, challenges, and opportunities for business growth. - Global/Local Dilemma. Global Organization, Organization Models and Structures - Jobs related with International Trade activities **8: Internationalization process** - Internationalization models, Upsala vs Born Global. - Presentations of the models - Strength and weakness of each model

	- Firm's reasons for Internationalization - **Final Case Presentation**: Selected partner company problem presentation and team's definition. **9: International Project Evaluation** - Types of international Organizations - International Growth models. - Country evaluation and Selection - Macroeconomic analysis - Country Risk elements to consider. - COFACE system and International Credit. **10: International Marketing and Human Resources** - Export Activities Management. - Subsidiaries Management. - 4 P international dimension. - International Trade show management. - International Digital marketing. **11: International Logistic** - International Incoterms. - Freight Forwarder and Custom clearance process. - Howard Perlmutter EPG model - Global Manufacturing. - Global Supply Chain and project management tools. **12: International Finance** - International Payment system. - The documentary letter of Credit. - The SWIFT Transfer. - International Accounting control. **13: Clarification for final presentation** - Building the Export Action Plan - Tutorial work for final presentation preparation

Intended Learning Outcomes	Definition
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law.
2. **Ethics and ERS Competences**	2.2 Understanding of international and multi-cultural issues in the current business environment. Capacity for socio-economic, cultural, political, regional, and cross-country analysis.
3. Intellectual skills	3.2 Demonstrate basic research skills and methodological rigor, produce qualitative and quantitative research, make conclusions, defend a chosen position, evaluate the reliability of data sources.

Bibliography

Teaching books and manuals:

Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy: Text and cases. Pearson education.

Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2013). International business: Environments and operations. Pearson.

Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regner, P. (2014). Exploring strategy (10. utg.). Harlow: Pearson.

Mayrhofer, U. (2014). Les grands auteurs en management international. EMS Editions.

Other fundamental works and articles discussed:

Buckley, P. J., & Casson, M. (1976). A long-run theory of the multinational enterprise. In The future of the multinational enterprise (pp. 32-65). Palgrave Macmillan, London.

Johanson, J. and Vahlne, J.-E. (2009) 'The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership', Journal of International Business Studies, 40(9), pp. 1411–1431. doi:10.1057/jibs.2009.24.

Oviatt, B. M., & McDougall, P. P. (1997). Challenges for internationalization process theory: The case of international new ventures. MIR: Management International Review, 85-99.

Sapienza, H. J., Autio, E., George, G., & Zahra, S. A. (2006). A capabilities perspective on the effects of early internationalization on firm survival and growth. Academy of management review, 31(4), 914-933.

Ghemawat, P. (2001). Distance still matters. Harvard business review, 79(8), 137-147.

Ghemawat, P. (2007). Differences across countries: the CAGE distance framework. Harvard Business School Press, Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter, Boston, USA, 8-10.

Bartlett, C. A., & Ghoshal, S. (2002). Managing across borders: The transnational solution. Harvard Business Press.

Bartlett, C. A., & Ghoshal, S. (2003). What is a global manager?. Harvard business review, 81(8), 101-108.

Kogut, B. (1985). Designing global strategies: Comparative and competitive value-added chains. Sloan Management Review (pre-1986), 26(4), 15.

Yip, G. S. (1989). Global strategy... in a world of nations. Sloan management review, 31(1), 29-41.

Vrontis, D., & Thrassou, A. (2007). Adaptation vs. standardization in international marketing–the country-of-origin effect. Innovative marketing, 3(4), 7-20.
Wind, Y., Douglas, S. P., & Perlmutter, H. V. (1973). Guidelines for developing international marketing strategies. Journal of Marketing, 37(2), 14-23

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Detkova Aleksandra**
Title of the course :	**Data analysis for management**
Year of study and semester:	**Year 3, Semester 6**
Total hours:	**24**
Academic prerequisites for this course:	Mathematics for economics and management 1, 2 Statistics for economics and management
Evaluation methods :	Evaluation during the semester: - individual dossier (50%) : exercices (ILOS 5.1, 5.2) Final exam : -written test (50 %): questions on the content of the course and exercises (ILOS 5.2)
Course objectives :	The objective of this course is to learn how data can help in decision making and to develop basic but full skillset for performing data analysis in modern IT and beyond. It is also to learn how to understand analysts and their work
Key concepts / notions:	Explorartory statistics and distributions; Statistical inference; A/B tests from concept to conducting and analyses; Linear Regression and its usage; Tables, Databases, Quering, SQL; Buisness metrics; Dashboarding; The art of telling a story out of data.
General presentation of the course/syllabus:	The course starts with a refreshing of basic statistical knowledge about what is distribution and which measurements are relevant to describe the data. Students will learn the properties of normal distribution and discuss its application in reality as well as how to make a conclusion about a large population based on limited data. All concepts will be practiced in RStudio in the practical lesson. After this, students will learn A/B tests, one of the most popular practices for decision-making in modern IT; how to design, conduct an a/b test, and evaluate its results, to make a conclusion and make a business decision based on the results of a/b test. Knowing how to analyze data is not full without knowing where to find data. The course will train one of the obligatory analyst skills: database querying. Students will learn how data is saved, what is database and how to make a query to a database to retrieve a dataset. In other words, we will learn and practice basic SQL querying. The separate topic covered by the course is business metrics. The art of creating a set of metrics for monitoring business is crucial

	for managing a company. We will have a practice in ideation of business metrics for real business cases with open discussion. The final art of data analysis is to tell a story with data. Knowing business needs and defining metrics, students will be offered to build a dashboard in one of the BI tools and tell their own story with data. This altogether will build a basic but full skillset for modern analysts.

Intended Learning Outcomes	Definition
5. ICT skills	5.1 Demonstrate a general mastery of IT tools relevant to business administration. 5.2 Understanding of core concepts of programming languages (sequences, events, loops, conditional instructions, functions, variables), principles of data collection, analysis, and protection.

Bibliography

Keller, Gerald. Statistics for management and economics. Cengage Learning, 2022.

Kohavi, Ron, Diane Tang, and Ya Xu. Trustworthy online controlled experiments: A practical guide to a/b testing. Cambridge University Press, 2020.

Muller, Jerry Z. "The tyranny of metrics." The Tyranny of Metrics. Princeton University Press, 2019.

Taylor, Allen G. SQL for Dummies. John Wiley & Sons, 2018.

Wexler, Steve, Jeffrey Shaffer, and Andy Cotgreave. The big book of dashboards: visualizing your data using real-world business scenarios. John Wiley & Sons, 2017

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**MERA, Xavier**
Title of the course:	**Logic**
Year of study and semester:	**L1, S2**
Total hours:	**18**
Academic prerequisites for this course:	none
Evaluation methods:	Evaluation during the semester: - written test (50 %): MCQ-type mid-term test on the content of the course, ILOS 3.1 Final exam (50 %): -written test questions on the content of the course, ILOS 3.1
Course objectives:	The central purpose is to teach students how to think straight. While it is hoped this will help them, in all areas of life, to understand and distinguish between possibly true and inherently fallacious claims, the more direct objective is to help them improve the arguing skills they need in most other courses of the programme.
Key concepts / notions:	Logical fallacies; verbal logic; red herring; special pleading; ad hominem; genetic fallacy; tu quoque; faulty appeal to authority; appeal to the people; straw man; circular reasoning; equivocation; loaded question; slippery slope; whole-to-part and part-to-whole fallacies; either or; hasty generalization; weak analogy; post hoc ergo propter hoc; proof by lack of evidence…
General presentation of the course/syllabus:	This being an introductory course of short duration for non-philosophers, it focuses on the arguably most direct way to grasp the basics, i.e. the detection of logical fallacies, using everyday life examples. The title of each part below reflects the traditional classification of the grand categories of such fallacies. - Avoiding the Question - Making Assumptions - Statistical Fallacies - Propaganda

Intended Learning Outcomes	Definition
3. Intellectual skills	3.1. Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography

Nathaniel Bluedorn; Hans Bluedorn. The Fallacy Detective: Thirty-Eight Lessons on How to Recognize Bad Reasoning. Christian Logic, 2015.

Hans Bluedorn; Nathaniel Bluedorn; Richard Lapierre. The Thinking Toolbox: Thirty-Five Lessons That Will Build Your Reasoning Skills. Christian Logic, 2005.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Méra, Xavier**
Title of the course:	**European Integration an Economic growth**
Year of study and semester:	**Year 3, Semester 2**
Total of hours:	**24**
Academic prerequisites for this course:	**International Economics**
Evaluation methods:	Evaluation during the semester (50 %): Written test: MCQ test, (ILOS 1.1) Final exam (50 %): - Written test MCQ, questions on the content of the course (ILOS 1.1) and text commentary (ILOS 3.1)
Course objectives:	The central purpose is to acquaint students with the basics of the European Integration process, historically, and capture its meaning with the help of economic reasoning.
Key concepts / notions:	Regional trade agreement; customs union; free trade; protectionism; preferential liberalisation; multilateral liberalisation; economic integration; political centralisation; federalism; economic union; intergovernmentalism; harmonisation; mutual recognition of standards; domino effect; common agricultural policy; price floor; tariff; green revolution; farm subsidy; commercial policy; competition policy; antitrust; growth-effect of integration
General presentation of the course/syllabus:	This course traces its origins to a regional trade agreement, with a primary focus on the selective liberalization it entails and its potentially ambiguous implications from a global trade perspective. Additionally, the course explores another distinctive aspect of this process, which is political centralization. It employs specific policy examples currently carried out by supranational political entities to assess their potential economic ramifications. - History of European Integration - The Unsustainable Common Agricultural Policy - European Integration as Preferential Liberalisation - Competition, Commercial Policies and Growth

Intended Learning Outcomes	Definition
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law.
3. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography

Baldwin R. & Wyplosz C., The Economics of European Integration, 6th edition, McGraw-Hill 2019.

UNIVERSITE CATHOLIQUE DE L'OUEST

MBA Global Business Administration

Course Title: International Strategy

Hours 18h00

Course Description:

This course explores the principles, frameworks, and decision-making tools for developing and implementing strategies in international contexts. It examines how firms expand abroad, adapt to global environments, and build competitive advantages across borders. Through cases, articles, and group projects, students will develop analytical and practical skills for managing international expansion and operations.

Course Objectives: and innovation

By the end of this course, students will be able to:

- Understand key concepts and frameworks of international strategic management.
- Analyze international business environments and entry modes.
- Assess country risks and opportunities using tools such as the CAGE framework.
- Design internationalization strategies aligned with corporate objectives.
- Build an international project proposal and action plan.

Core Topics (Course Outline)

Session	Topic	Key Concepts & Activities
1	*Introduction to International Strategy*	Overview of globalization and international trade; 4T Model (Transport, Tariff, Time, Transaction); key trade theories (Smith, Ricardo, HOS, Krugman).
2	*International Business Environment and Globalization*	Economic integration, free trade agreements (EU, NAFTA, ASEAN); global vs. regional strategies; group discussion on globalization pros/cons.
3	*When and Where to Internationalize?*	Market selection criteria, country risk analysis, CAGE distance framework (Ghemawat, 2007), and timing of entry decisions.
4	*How to Internationalize: Entry Modes and Implementation*	Exporting, licensing, franchising, joint ventures, wholly owned subsidiaries; case study: (IKEA or French SMEs abroad).
5	*Global Strategy and Organizational Structure*	Multinational, transnational, and global strategies (Yip, 1989); structure, coordination, and control; managing international operations.
6	*Applied Project and Group Presentations*	Presentation of international market entry projects and evaluation of strategic feasibility and budget; synthesis and feedback.

Key References

Main textbooks

- Johnson, G., Whittington, R., & Scholes, K. (2020). *Exploring Strategy*. Pearson.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2013). *International Business: Environments and Operations*. Pearson.
- Mayrhofer, U. (2014). *Les grands auteurs en management international*. EMS Éditions.

Recommended articles

- Johanson, J. & Vahlne, J.-E. (2009). *The Uppsala internationalization process model revisited*. *Journal of International Business Studies*, 40(9), 1411–1431.
- Ghemawat, P. (2001). *Distance still matters*. *Harvard Business Review*, 79(8), 137–147.
- Moalla, E., & Mayrhofer, U. (2020). *How does distance affect market entry mode choice? European Management Journal*, 38(1), 135–145.
- Yip, G. S. (1989). *Global strategy… in a world of nations*. *Sloan Management Review*, 31(1), 29–41.

Assessment

The evaluation of this course is conducted **entirely through a final written examination (100%)** organized by the university.

- **Final Exam (100%)** – A two-hour individual test covering all course topics, including theoretical frameworks, applied case studies, and key concepts discussed during lectures.

There is **no continuous assessment component**; participation, presentations, and in-class activities are designed to support learning but are **not graded**.

Learning Outcomes

Upon completion, students will be able to:

- Diagnose and interpret global market forces.
- Formulate international expansion strategies.
- Evaluate entry modes and organizational adaptations.
- Communicate and defend strategic recommendations effectively.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**SAKLI Meriem**
Title of the course:	**Corporate Law**
Year of study and semester:	**Year 2, Semester 4**
Hours:	**20**
Academic prerequisites for this course:	Foundations of law Business Law
Evaluation methods:	Evaluation during the semester: - written test (50%): questions on the content of the course (ILOS 1.1) and case studies (ILOS 3.1) Final exam (50%): - written test: questions on the content of the course (ILOS 1.1) and case studies (ILOS 3.1)
Course objectives:	This is a course that covers the principles and fundamentals of Corporate Law.
Key concepts / notions:	Company, Competition, Statutes, Bankruptcy, Capital
General presentation of the course/syllabus:	**1.Introduction to Company Law and Legal Method** -Overview of company law and its importance in business and legal contexts. -Legal method and reasoning in the context of company law. -Sources of company law: statutes, case law, and regulations. **2.Corporate Governance** -The concept of corporate governance and its significance. -Duties and responsibilities of directors and officers. -Shareholder rights and activism. -The role of corporate governance in promoting ethical business practices. **3.Law and Finance** -The intersection of law and finance in corporate transactions. -Capital structure and financing options for corporations. -Securities regulation and the role of the Securities and Exchange Commission. -Corporate finance strategies and legal considerations. **4.Competition Law** -Introduction to competition law and antitrust regulations. -Anti-competitive practices, including monopolies and cartels.

	-Merger control and the impact on corporate transactions. -Global perspectives on competition law. **5.Corporate Reconstruction** -Corporate restructuring and reorganization strategies. -Mergers, acquisitions, and takeovers. -Insolvency and the role of bankruptcy law. -Legal and financial considerations in corporate reconstruction. **6. Comparative Public Law** -Comparative analysis of corporate law systems in different jurisdictions. -The influence of international law on corporate governance. -Case studies of corporate legal frameworks in select countries. **7.Bankruptcy Law** -Bankruptcy law principles and procedures. -Debtor-creditor relationships and bankruptcy proceedings. -Liquidation, reorganization, and debt discharge. -Legal protection for creditors and debtors.

Intended Learning Outcomes	Definition
1. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law.
3. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography

The Law, Corporate Finance, and Management Don Mayer, Daniel M Warner, George J Siedel Jethro K Lieberman 2012

THE ESSENTIAL ELEMENTS OF CORPORATE LAW WHAT IS CORPORATE LAW? John Armour Henry Hansmann Reinier Kraakman 2009

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**SACRE, Yalda**
Title of the course:	**European Business Law**
Year of study and semester:	**Year 2, Semester 4**
Total of hours	**36**
Academic prerequisites for this course:	Business Law Corporate Law
Evaluation methods:	Evaluation during the semester: - case studies (15%) ILOS 3.1 -group projects: oral presentations (15%) ILOS 1.1 - written test (20%): questions on the content of the course, ILOS 1.1 Final exam (50%): questions on the content of the course, ILOS 1.1
Course objectives:	To prepare business students to effectively address issues arising from the application of EU law to business activities across national borders, this course provides an overview of the fundamental principles and rules governing the main areas of the Internal Market. It covers areas such as the four freedoms of movement, competition law, taxation as well as customs rules and commercial policy.
Key concepts / notions:	Taxes, Trade, Competition, Labour, Capital, Goods
General presentation of the course/syllabus:	1. European Economic integration 2. Free Movement of Goods 3. Free Movement of Capital, Services and Establishment of Companies 4. Free Movement of Workers, Non-Discrimination, and Collective Bargaining 5. Competition Law: Jurisdiction and Enforcement 6. Competition Law : Anticompetitive Agreements 7. Competition Law : Abuse of Dominance 8. Competition Law : Merger Control 9. Public Restrictions of Competition 10. State Aid 11. Tax Rules and Harmonization 12. Common Commercial Policy and Customs Union

Intended Learning Outcomes	Definition
3. Core knowledge	1.1 Ability to navigate and apply in practice the fundamental knowledge base in management, marketing, economics, accounting, finance, and business law.
3. Intellectual skills	3.1 Ability to solve complex problems, integration of theoretical knowledge and application of analytical approaches, logic, deductive reasoning, and critical thinking.

Bibliography

Paul Craig and Gráinne de Búrca, *EU Law: Text, Cases, and Materials*, 7th edn, OUP 2020, Richard Baldwin and Charles Wyplosz, *The Economics of European Integration*, 6th edn, McGraw-Hill 2021. Internal market: https://eur-lex.europa.eu/summary/chapter/24.html Competition: https://eur-lex.europa.eu/summary/chapter/08.html Taxation: https://eur-lex.europa.eu/summary/chapter/21.html External trade: https://eur-lex.europa.eu/summary/chapter/07.html Customs: https://eur-lex.europa.eu/summary/chapter/12.html

Université Catholique de l'Ouest
Dept. of Political Science
Semester 6 (spring)

Environmental Governance (36 hours)
Instructor : To be determiend (TBD)

Course description

Environmental governance examines the interactions between governments, societies, and the natural world. Studying the structures and motivations of environmental management systems across temporal and spatial scales, we can contextualize the growing role of the environment on policy agendas worldwide. This interdisciplinary class will combine the disciplines of political science and the role of governments in crafting and carrying out public policy, the role of economics in influencing markets and human behavior, and sociology in the myriads ways that human behavior affects and is affected by society-nature interactions. A multi-scale approach will focus on case studies of environmental governance at the local levels of individual countries, regional approaches, as well as global initiatives.

Course objectives

Through a combination of theoretical frameworks, empirical observations and specific case studies, the course proposes to further understanding as to how and why environmental policy and management of the natural world has become a key concern of our age. Understanding how governments construct regulatory regimes that coerce specific behaviors of national populations and the private sector will underline the complex nature of environmental governance and provide analytical tools to evaluate both past and existing policies, while also imagining future ones.

Organization and testing

Each class will be accompanied by required and complementary texts to read. In order to properly prepare for each lecture, students are asked to have completed the reading before the beginning of each class. Nearly all of the texts are available in Open Access online or can be accessed on CAIRN via your student account. For any articles not easily found online, the teacher will send them to you beforehand. The final exam will be a three-hour written dissertation on a subject linked to topics discussed in class. The exam can be written in French or English (recommended). The written exam is worth 60% of the total course grade, with the other 40% coming from the TD groupwork.

****Schedule and reading requirements are subject to change according to the specific instructor****

Course	Title	Required reading	Complementary reading
1.	Introduction, definitions, and general overview	World Resources Institute, Chapter 1: "Environmental Governance. Whose voice? Whose choice?"	Weiss, T. "Governance, good governance and global governance - conceptual and actual challenges"
2.	La pensée écologique	Selected readings from book "La pensée écologique" White, L., "The Historical Roots of Our Ecological Crisis"	

		Descola, P., “Ecology as Cosmological Analysis”	
3.	Managing common resources through social arrangements: Commons Theory, Common-Pool resources, public goods I	Hardin, G. “The Tragedy of the Commons” Ostrom, E. “Collective action and the evolution of social norms”	McCarthy, J. “Commons” (see Castree: pgs. 498-515) Acheson, J. "Institutional Failure in Resource Management"
4.	Managing common resources through social arrangements: Commons Theory, Common-Pool resources, public goods II	Olson & Zeckhauser, “Collective goods, comparative advantage, and alliance efficiency”, 1967 Grafton, Q. “Governance of the Commons: A Role for the State?”	View documentary - For Cod's Sake - YouTube Ostrom & Ostrom, “Public Good and Public Choices”
5.	International negotiations on the environment	Conca, K. "Environmental Governance After Johannesburg: From Stalled Legalization to Environmental Human Rights?" Damian, M. & Graz, J.-C. "L'Organisation mondiale du commerce, l'environnement et la contestation écologique"	Mitchell, R. "International Environmental Agreements: A Survey of Their Features, Formation, and Effects" Simmons, B. "Compliance with International Agreements"
6.	Scales of environmental governance: international	Ford, L. "Transnational actors in global environmental politics" Haas, P. “Environment: Pollution”	Bernstein, S. "Legitimacy in Global Environmental Governance" Nathan S. “Scale”
7.	Scales of environmental governance: international (cont’d) + national	Bulkeley, H. “Reconfiguring environmental governance: towards a politics of scales and networks” Litfin, K. "Sovereignty in World Ecopolitics"	Conca, K. "Rethinking the Ecology-Sovereignty Debate" Haas, P. "Addressing the Global Governance Deficit”
8.	Scales of environmental governance: national	Figueiredo, Y. « Aux sources du débat écologique contemporain : l'expérience américaine » Ackurin, “Constructing the Rights of Nature”	Meynen, W. & Doornbos, M. "Decentralizing Natural Resource Management: A Recipe for Sustainability and Equity"
9.	Scales of environmental governance: Community-based	Marshall, G. “Nesting, subsidiarity, and community-based environmental governance beyond the local Level” Agrawal, A. & Gibson, C. "Enchantment and Disenchantment: The Role of	Fenton, P. & Gustafsson, S. "Moving from high-level words to local action: governance for urban sustainability in municipalities"

		Community in Natural Resource Conservation"	
10.	Economic rationalism, markets & the private sector	Vandenbergh, M. "The New Walt-Mart Effect: The Role of Private Contracting in Global Governance" Libecap, G. "The tragedy of the commons: property rights and markets as solutions to resource and environmental problems" Prakash, A. & Potoski, M., "Racing to the Bottom? Trade, Environmental Governance, and ISO 14001"	Vandenbergh, M. "Private Environmental Governance" Falkner, R. "Private environmental governance and international relations: exploring the links" Theys, J. "Le développement durable face à sa crise : un concept menacé, sous-exploité ou dépassé ?"
11.	Environmental governance & human security	Dalby, S. "Security and Ecology in the Age of Globalization" Raleigh, C. & Urdal, H. "Climate Change, Environmental Degradation and Armed Conflict"	Rastoin, J.-L. & Gérard, G., « Sécurité et politiques alimentaires » Déjeant-Pons, M. & Pallemaerts, M., "Human rights and the environment", 2002 (browse book)
12.	Resource scarcity & conflicts	Lasserre, F., Emmanuel G. & Mottet, E. « La géopolitique des ressources » Kahl, C. "Plight, Plunder, and Political Ecology" Dinar, S. "Resource Scarcity and Environmental Degradation", 2011	Homer-Dixon, T. "Environment, Scarcity and Violence", *International Security*, 19(1), 1994: 5-40 Lasserre, F. « Conflits hydrauliques et guerres de l'eau : un essai de modélisation » Kaplan, « The Coming Anarchy », 1994

Ethics of War

Professor: Pierre Bourgois

War occupies a central place in International Relations. While its nature has constantly evolved throughout history, so has its representation. The idea of "thinking about war" has animated human society, Western and non-Western, since their origins.

In this sense, one of the major sources of reflection is intimately linked to the question of the legitimacy of war. More specifically, it looks into knowing if a war is just or not, whether concerning its beginning (jus ad bellum), the conduct in war (jus in bello) or its ending (jus post bellum). This course analyzes the doctrine of just war through multiple dimensions (historical, theoretical, practical, critical, etc.).

In other terms, it proposes an understanding of the ethics of war through its complexities, starting from the different debates and challenges, both political (terrorism, preventive war, humanitarian interventions, etc.) and technological (cyberwarfare, drones, enhanced soldiers, etc.), which contribute to its evolution.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**M. Zachary Prestwich & Mme Marie Legagneux**
Title of the course:	**English**
Year of study and semester:	Year 1, Semester 1, 2,
Total hours	36 by semester
Academic prerequisites for this course:	High school diploma
Evaluation methods:	Evaluation during the semester: - Individual oral presentations (20%), ILOS 4.2 - Individual homework: reading, writing (30%), ILOS 4.1 - Final Written test (50%), ILOS 4.1
Course objectives:	➢ To improve overall level in English with the aim of achieving native proficiency and the ability to function easily at the level required in an academic environment. ➢ To improve oral comprehension through activities using authentic media. ➢ To enhance communication skills through grammar-based activities. ➢ To improve spoken fluency and confidence when communicating spontaneously. To understand and develop the most efficient language learning methods for acquiring overall fluency in English.
Key concepts / notions:	**As above**
General presentation of the course/syllabus:	General English is a four skills course in which students will develop listening, speaking, reading and writing skills, as well as learn about English-speaking cultures around the world (see detailed Lesson content document)

Intended Learning Outcomes	Definition:
4. Interpersonal skills	4.1 Ability to produce logical and consistent content in a written form in English and at least one other foreign language. 4.2 Ability to communicate orally in a clear and unambiguous manner, to give a presentation in front of an audience, a peer group and/or a lecturer. Demonstrate negotiation skills. Discuss and debate problems with methodological rigor and logical coherence.

Bibliography:

Mccarthy,M & O'Dell, F. English Vocabulary in use second edition, Upper intermediate. Cambridge University Press, 2009.

Mccarthy M, & O'Dell, F. English Vocabulary in use Advanced, Cambridge University Press, 2008.

Murphy, R. English Grammar in use third edition Intermediate. Cambridge University Press, 2009.

Hashemi, L with Murphy,R. English Grammar in use supplementary exercises. Cambridge University Press, 2008.

Hewings, M. Advanced Grammar in use second edition. Cambridge University Press, 2009.

Hancock, M. English Pronunciation in use Intemediate, Cambridge University Press, 2008

Cosgrove, A & Hobbs, D. Open World – B2 First Student's book without answers. Cambridge University Press, 2019.

Brook-Hart, G. Copello, A, Passmore, L & Uddin, J. Complete First student's book with answers, third edition. Cambridge University Press, 2021.

Spratt, M & Taylor, L. The Cambridge CAE course self study student's book. Cambridge Unversity Press, 1999.

ETS. The Official Guide to the TOEFL test, third edition. McGraw-Hill, 2009.

Sharpe, P. Barron's Practice Exercises for the TOEFL, 6th Edition. Barron's Educational Series, 2007.

Bovée, C & Thill, J. Business Communication Today global edition. Pearson Education, 2014.

Hacker, D & Sommers, N. A Pocket Style Manual sixth edition. Bedford St Martin's, 2012.

Faculty:	**Law, Economics and Management**
Campus:	**Angers**
Programme:	**GIEE**
Name / First name of the teacher:	**Richard Palmer**
Title of the course:	**English**
Year of study and semester:	**Year 2, Semester 3**
Total hours	**20**
Academic prerequisites for this course:	Year 1 English
Evaluation methods:	Evaluation during the semester: - Individual oral presentations (20%), ILOS 4.2 - Written test: listening, reading, writing (30%), ILOS 4.1 - Final Written test (50%): Listening , Reading, Written (ILOS 4.1)
Course objectives:	To improve overall level in English with the aim of achieving native proficiency and the ability to function easily at the level required in an academic environment and a professional environment.
Key concepts / notions:	Business, Economics, Management, The World of Work, English for Business Communication, Vocabulary development (upgrade), Press Release, Crisis Management
General presentation of the course/syllabus:	General English is a four skills course in which students will develop listening, speaking, reading and writing skills. Studies of various authentic or didacticised documents to learn, read, recognise and use English more and more naturally in their exchanges. **Themes** **Crisis Communication in Business** **-**The use of media in business communication -How companies communicate to clients -Redaction of crisis communication examples (written, oral, video production) -Critiquing crisis management responses of Anglophone businesses **Work Life Balance** - Jobs and career paths (related to GIEE) -Networking on social media (LinkedIn) -Revamping CV for Internships (Revision of CV Writing and Editing) -Working for the OECD – a case study

Intended Learning Outcomes	Definition:
4. Interpersonal skills	4.1 Ability to produce logical and consistent content in a written form in English and at least one other foreign language. 4.2 Ability to communicate orally in a clear and unambiguous manner, to give a presentation in front of an audience, a peer group and/or a lecturer. Demonstrate negotiation skills. Discuss and debate problems with methodological rigor and logical coherence.

Bibliography:

Mccarthy M, & O'Dell, F. English Vocabulary in use Advanced, Cambridge University Press, 2008.

Murphy, R. English Grammar in use third edition Intermediate. Cambridge University Press, 2009.

Hewings, M. Advanced Grammar in use second edition. Cambridge University Press, 2009.

Sloman J. Garratt D. Guest J. & Jones E. (2016). Economics for business (Seventh). Pearson Education Limited. Retrieved August 30, 2022, from https://idp.warwick.ac.uk/idp/shibboleth