

LIVRET PEDAGOGIQUE



GLOBAL MBA 2023-2024

COURSE DOCUMENT

The RNCP - Level 7 title "Operational Activity Manager" is completed over one year of training. This year is divided into teaching units, each of which contains different subjects that meet the expectations of the blocks of competences of the title.

TARGETED ACTIVITIES

Today's operational managers steer and supervise their service/department/pole in order to ensure performance and quality of activities while respecting the company's strategy and policy.

Thus, their mission is to translate and transmit the strategic decisions taken by the top management in order to control the activity and motivate the teams in order to optimize the organization of work while developing skills.

To do this, they act as an interface between their operational teams and the general management as well as all the other operational departments of the group and the support functions (HR, internal control, etc.)

The operational business manager works in all market sectors and in all types of activities (industry, services, trade).

The manager is responsible for translating the strategic orientations of the management into operational objectives for his/her entity, organizing and planning the activity of the teams, maintaining and developing the skills of the employees, implementing actions contributing to the optimization of the organization of activities, steering and coordinating projects, participating in commercial development, reporting on his/her activity, collaborating with the network of internal and external partners, and also carrying out a forward-looking watch on the scope of his/her activity.

The operational business manager is therefore responsible for carrying out a variety of tasks while providing management expertise. He/she must therefore have know-how such as mission management, project management, team leadership and mastery of customer relations.

Analysis and deployment of the company's global strategy at the level of an operational unit. He/she contributes to integrating his/her unit into a global strategy and ensures operational coordination between the General Management and the stakeholders within the scope of action.

Steering the activities of the operational unit He/she develops the master plan of activities in accordance with the policies defined jointly with the General Management in order to bring his/her operational unit to the set objectives.

Steering the digital transformation he/she deploys operational techniques to help his/her business unit achieve the digital maturity expected by the company and the market environment.

Monitoring, forecasting and public relations he/she understands the environment of his/her field of action and its changes in order to control his/her activities, consolidate his/her business and evaluate the prospects for development and innovation

Management of People and Organizations

The manager accompanies and manages the people in his/her unit in order to lead his/her organization to the achievement of individual and collective individual and collective objectives in a diversified and digitally changing work environment

DESTINATION OF THE TRADE AND FUNCTIONS

The operational business manager contributes to the major strategic orientations and steers the implementation of projects in their commercial and marketing, human and financial aspects of projects.

As a pivotal point between strategic development and operational management, he/she optimizes the management of his/her resources and ensures the long-term development of his/her unit. He/she communicates with all the company's departments and supports the alignment of operations.

The operational manager of activities is generally responsible for the operational policy of his/her operational unit, for budget management and for supervision. He/she articulates his/her activities within the framework of the company's general policy. He/she defines and effectively manages the commercial strategy. In this capacity, he/she analyses complex situations in order to provide strategic proposals within his/her unit.

THE TARGET AUDIENCE AND PREREQUISITES

- The candidate must hold a Bac+3 diploma, or a level 6 RNCP title, or 180 ECTS credits (in the management, marketing, management, HR fields or equivalent)
- Candidates who do not hold a diploma or title mentioned above, but who have more than 2 years of experience in managerial, commercial or marketing responsibilities may be admitted (opinion of the Pedagogical Commission)

Admission is based on a file, written tests and a motivation interview.

The candidate for the course must prove his or her level by a diploma or a certificate of achievement.
NB: a candidate who is unable to prove that he/she meets the necessary admission conditions within one month of starting the course will not be able to remain at the institution providing the course.

EDUCATIONAL METHODS

- Practical teaching: knowledge acquired through alternating courses, lectures, e-learning and teamwork that encourages autonomy and responsibility.
- High-performance supervision : trainers, lecturers and specialized consultants intervene as professionals to provide a high level of teaching.

PROFESSIONAL INTEGRATION

The objectives:

To promote employment by providing the necessary tools for employment in the host company or in another company: title, skill set, evidence of professional activity (collaborative work, initiatives, etc.), technical knowledge of the profession (technical, strategic and political), evidence of performance and results, development (innovations, questioning, modernity, etc.)

A graduate must be operational and prove his/her motivation in the profession prepared. He/she must be able to respond to the needs of companies and to the level expected. They must show reflection, analysis, innovation, curiosity and a global vision. During their training, they must prepare their career plan and leave the school having integrated the permanent improvement of their portfolio of skills.

PROGRAM COURSES

Level 7 title "Global MBA"

Global MBA		Hours F2F*	Exams
Code	Bloc 1	85.00	
7SMA701	Strategic Management	20	Case Study 4 hours
7PCN701	Performance Control	15	
7BET701	Business Ethics	15	
7DMA701	Digital Marketing	20	
	<i>CT : French</i>	15	
	Bloc 2	95.00	
7PMA702	Project Management	20	Case Study 4 hours
7MSO702	Marketing Strategy & Operation	20	
7FMA702	Financial Management	20	
7ENT702	Entrepreneurship	20	
	<i>CT : French</i>	15	
	Bloc 3	115.00	
7ESO703	Economic Statistics & Operations	20	Case Study 5 hours
7DTR703	Digital Transformation	15	
7BIN703	Business Intelligence 2	20	
7MOI703	Management of IT 1	15	
7DLA703	Digital Law	20	
7WDD703	Web design & development	15	
	<i>CT : French</i>	10	
	Bloc 4	130.00	
7CMA704	Change Management	20	Case Study 4 hours
7BPL704	Business Plan	20	

7RMA704	Risk Management	20	
7SST704	Sustainable Strategies	20	
	<i>CT : Business Games</i>	30	
	<i>CT : French</i>	20	
	Bloc 5	84.00	
7LLA705	Labor Law	15	Case Study 3 hours
7HRM705	HR Management	20	
7OBE705	Organizational Behavior	25	
7PRE705	Professional Report	4	
	<i>CT : French</i>	20	
	TOTAL F2F	509.00	

NB : Depending on the recommendations and the needs of the sections, certain modifications may be made for the start of the 2023 - 2024 school year in order to ensure the quality of our training.

Course Description

Bloc 1 – Analysis & deployment of the company's overall strategy

Strategic Management

Learning objectives

- Provide a strategic response to a business problem
- Develop all the stages of a strategic action plan(s)
- Present and support the results of your investigations before a decision-making committee
- Improve analytical capabilities

Content

- Introduction to "strategy" concept
 - o Corporate & SBU levels
 - o Classical & most recent methods and tools (external & internal)
- Contextualization of the company's issues and objectives
- The statement of the mission, vision and values sought
- Presentation of the strategic analysis; overview of the macro, micro economic environments of the structure, areas for reflection
- The proposal of the envisaged strategies and the methodology to be implemented
- Blue Ocean Strategy
- The actors/stakeholders, their responsibilities and the deadlines
- Business level strategy (generic strategy & strategy clock) (ANSOFF)
- Corporate level strategy
- Strategy evaluation

Assessment method(s) for the module

- 1 mid-term exam or written report
- 1 final exam: case study at the end of the block, which may include all or part of the module

N.B: Improve lectures, group discussions, individual & team assignments

Performance Control**Learning objectives**

- Select and design KPIs consistent with the activities & business of the operational unit
- Manage, monitor, analyze performance indicators
- Perform gap analysis and suggest corrective actions
- Examines the area of performance management, a strategic and integrated process that delivers sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of individual contributors and team.
- Involves both the manager and employee in identifying and describing essential job functions and relating them to the mission and goals of the organization, developing realistic and appropriate performance standards, giving and receiving feedback about performance, writing and communicating constructive performance evaluations and planning education and development opportunities to sustain, improve or build on employee work performance.

Content

- The concept of performance of a center of responsibility in relation to the strategic objectives
- Development of performance indicators, ratios, and dashboards
- Operational management of employees of the operational unit
- Support for performance and the conduct/ monitoring of the operational project
- Performance analysis (variances/ projection/ target/ costing/ ROI/etc.)
- The implementation of recovery actions
- Understand the fundamentals of Performance Management concept, process and objectives.
- Develop an understanding of why and how the performance of employees to be evaluated and rewarded.
- Learn various methods and tool used for managing / appraising performance of employees.
- Identify performance gaps and to develop tools to bridge the performance gaps.
- Fundamentals of performance management such as, concept, system, needs, objectives, process, its administration, developing methods and tools, performance appraisal cycle, its link with the organizational and individual performance.
- Provide students with the knowledge and skills needed to work effectively in managing performance of employees at workplace to enhance the contributions of all employees to organizational effectiveness.

Assessment method(s) of the module

- 1 end of course evaluation in the form of an individual writing which can take the form of a check of knowledge, a practical case, an open question essay, etc.
- 1 case study at the end of the block, which may include all or part of the module

Business Ethics

Learning objectives

- Develop skills in recognizing and analyzing ethical issues
- Define cross cultural variations and similarities in organizational practices in corporate social responsibility and business ethics
- Understand sources of organizational ethical culture and deviant behavior
- Design ethical programs designed to accomplish specific objectives in organizations
- Develop ethical leadership skills

Content

- Define ethics in business and why it is important.
- Define corporate responsibility.
- Describe social responsibility.
- Compare differences in ethics in the international communities.
- Describe what ethics means in the workplace.
- Define corporate compliance.
- Describe the impact of ethics in the business.
- Describe the impact of ethics in the business.

Assessment method(s) of the module

- 1 end of course evaluation in the form of an individual writing which can take the form of a check of knowledge, a practical case, an open question essay, etc.
- 1 case study at the end of the block, which may include all or part of the module

Digital Marketing

Learning objectives

- Introduction to digital marketing
- Content marketing
- Social media marketing
- Search engine optimization
- Web analytics & google analytics
- E-mail Marketing
- Introduction to CRM
- Video Advertising
- Digital Marketing Budgeting

Content

- Principles of digital marketing; digital marketing channels; tools to create buyer persona; competitor research tools, website analysis tools, etc.
- Content Marketing Concepts & Strategies; Planning, Creating, Distributing & Promoting Content; Optimize Website UX & Landing Pages; Measure Impact; Metrics & Performance; Using Content Research for Opportunities, etc.

- Introduction; Major Social Media Platforms for Marketing; Developing Data-driven Audience & Campaign Insights; Social Media for Business; Creation & Optimization of Social Media Campaigns, etc.
- Search Engine Optimization Fundamentals; Keywords and SEO Content Plan; SEO & Business Objectives; Writing SEO Content; On-site & off-site SEO; Optimize Organic Search Ranking, etc.
- Google Analytics Tools; Web Analytics Tools, etc.
- Effective E-mail Campaigns; E-mail Plan; E-mail Marketing Campaign Analysis; Measuring Conversions & keeping up, etc.
- Fundamentals to CRM; CRM Platforms; CRM Models; CRM Strategy, etc.
- Basics of Video Advertising; Creating Video Campaigns; Measurement & Optimization; Creating & Managing a YouTube Channel; Targeting Video Campaigns, etc.
- Digital Marketing Budget & Plan; Resource Planning; Cost Estimating; Cost Budgeting; Cost Control

Assessment method(s) of the module

- 1 group project or class quiz (knowledge check)
- 1 final exam in form of a case study at the end of the block

Bloc 2 – Management of the activities of the operational unit

Project Management

The concepts in this course will be taught using a combination of lecture, discussion, and dialogue around cases, with emphasis on active learning.

This course guides students through fundamental project management concepts and behavioral skills needed to successfully launch, lead, and realize benefits from projects in profit and nonprofit organizations. Successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome.

Learning objectives

- Focus on project management methodology that will allow students to initiate and manage projects efficiently and effectively.
- Learn key project management skills and strategies, where students will have the opportunity to apply this knowledge through assignments.
- Develop the specifications and contextualize the projects for employees
- Structure the organization the projects, sequence tasks and deliverables
- Develop a methodology adapted to multi-project management and build its monitoring tools performance in order to communicate in real time with stakeholders

Content

- Definition, methodology and phasing of a project
- Understand project management design, development, and deployment
- Use project management tools, techniques, and skills
- The definition and use of KPIs to achieve skills objectives
- Employ strategies to address the ubiquitous issue of resistance to change
- Align critical resources for effective project implementation
- Understand the implications, challenges, and opportunities of organizational dynamics in project management
- The origin of agile methods and large models (SCRUM, Kanban, etc.)
- The notion of iterative, incremental and adaptive process

- Understand how to manage project cost, quality, and delivery
- Engage and lead effective project management teams in your organization
- Impart project management knowledge, tools, and processes to your colleagues
- Recognize and mitigate the early seeds of failure in the project life cycle

Assessment method(s) of the module

- 1 group project or midterm exam
- 1 case study at the end of the block, which may include all or part of the module

Marketing strategy and operation

Learning objectives

- Present and enforce the guidelines and objectives set by management
- Explain the strategic objectives to your staff and determine the intermediate levels
- Develop a business strategy and implement an action plan

Content

- Identification and presentation of the company's strategic areas of activity
- Positioning the operational unit in the company's strategic approach
- Study of the marketing strategy global objectives
- Segmentation and targeting of objectives
- Mapping of skills, sharing of roles, organization of the operational team
- Distribution of objectives (individual, collective, quantitative, qualitative)
- Construction of the commercial strategy and variation of the mix (4P, 7P, 10P)
- Drawing up the action plan (organizational, time, material, human, etc.)
- Resources and levers for developing sales and the customer portfolio

Assessment method(s) of the module

- 1 end of course evaluation in the form of an individual writing which can take the form of a check of knowledge, a practical case, an open question essay, etc.
- Case study at the end of the skills block.

Financial Management

Learning objectives

- Understand the key concepts and principles of financial management.
- Analyze financial statements and assess the financial health of an organization.
- Evaluate different sources of financing and understand their implications for the capital structure.
- Develop skills in financial analysis, including ratio analysis and forecasting.
- Gain an understanding of risk and return and apply relevant tools for risk management.
- Develop critical thinking and problem-solving skills in financial decision-making.
- Enhance financial literacy and make sound personal financial decisions.

Content

- Reminder: the main current financial documents, their role, their construction: the balance sheet, the CR

- Analysis of costs (fixed, variable, direct, indirect) and calculation of the overall result / contribution of each activity (margin on variable cost) of each activity (margin on variable cost)
- The economic and financial profitability of the company
- The principles of the analytical review and the financial statement summary document
- The principles of forecasts and cash culture
- The cash flow statement: construction and analysis of results
- Financial ratios: activity, structure, cash flow, indebtedness, profitability, productivity
- Customer payment terms: calculation, risks and recommendations for action

Assessment method(s) for the module

- 1 mid-term exam
- 1 final exam in the form of a case study at the end of the block, which may include all or part of the module

Entrepreneurship

Learning objectives

- Understand the different sources of business development for an organization
- Position oneself as a Business Developer within one's operational unit according to the company's culture and the scope of culture and the scope of action of his unit
- Develop the turnover of the customer portfolio and the profits of the operational unit

Content

- Focus on the following:
 - o Foundation of entrepreneurship
 - o Opportunity
 - o Entrepreneurial cognition
- Introduce the following topics:
 - o Business models
 - o Lean thinking and design
 - o Organizational creation
- Emphasis on decision-making and problem solving in society through an understanding of opportunity recognition, economic/financial model, value creation and basic entrepreneur related concepts

Assessment method(s) for the module

- 1 mid-term exam or group project
- 1 final exam in the form of a case study at the end of the block, which may include all or part of the module

Bloc 3 – Driving digital transformation

Economic Statistics & Operations

Learning objectives

- Understand the fundamental concepts and principles of economic statistics and their application in decision-making.
- Develop proficiency in analyzing and interpreting statistical data relevant to economic analysis.
- Apply statistical techniques to measure and describe economic variables, such as GDP, inflation rates, employment, and trade.
- Gain knowledge of probability theory and its application in economic analysis.
- Learn various statistical methods used in forecasting and demand estimation.
- Acquire skills in hypothesis testing, statistical inference, and regression analysis.
- Understand the principles of production and cost analysis in the context of operations management.
- Develop problem-solving and critical thinking skills through the application of statistical tools and operations management concepts.

Content

- Introduction to Economic Statistics: Overview of statistical methods and their relevance in economic analysis.
- Descriptive Statistics: Measures of central tendency, dispersion, and graphical representation of data.
- Probability Theory: Basic concepts of probability, probability distributions, and their application in economic analysis.
- Statistical Inference: Sampling methods, estimation, and hypothesis testing.
- Regression Analysis: Simple linear regression, multiple regression, and their interpretation in economic analysis.
- Time Series Analysis: Analysis and forecasting of economic variables over time.
- Demand Estimation: Techniques for estimating and forecasting demand, elasticity analysis.
- Sampling and Survey Design: Principles of sampling, sample size determination, and survey design in economic research.
- Operations Management: Introduction to operations management, production systems, and productivity analysis.
- Production and Cost Analysis: Production functions, cost concepts, economies of scale, and cost minimization.
- Decision Analysis: Decision-making under uncertainty, decision trees, and risk analysis in economic contexts.

Assessment method(s) of the module

- 1 mid-term exam
- 1 final exam in form of a case study at the end of the block, which may include all or part of the module

Digital Transformation

Learning objectives

- Discuss the pace of change and the imperative it creates for businesses
- Provide the context for this transformation and what it takes to win in the digital age
- Identify key areas to digitize, including strategy, core processes, and technology

Content

- Describe the underlying economics of innovation, technology, and market disruptions
- Weigh the pros and cons of current digital technologies driving development
- Use BCG's digital transformation as a "how to" for digitizing your organization

Assessment method(s) of the module

- 1 end of course evaluation in the form of an individual writing which can take the form of a check of knowledge, a practical case, an open question essay, etc.
- 1 case study at the end of the block, which may include all or part of the module

Business Intelligence

Learning objectives

- Understand the fundamental concepts and principles of business intelligence (BI) and its role in modern organizations.
- Develop proficiency in data collection, data integration, and data transformation for BI purposes.
- Learn various techniques and tools used for data analysis and visualization in the context of BI.
- Apply data mining and predictive analytics techniques to extract insights and support decision-making.
- Understand the principles of data governance and data quality management in BI systems.
- Acquire skills in designing and implementing BI dashboards and reports for effective communication of insights.
- Understand the role of BI in supporting strategic planning, performance measurement, and business process optimization.
- Develop problem-solving and critical thinking skills through hands-on analysis of real-world business datasets.

Content

- Introduction to Business Intelligence: Overview of BI concepts, importance, and its role in decision-making.
- Data Collection and Integration: Techniques for collecting and integrating data from multiple sources for BI purposes.
- Data Transformation and Cleansing: Preprocessing and cleansing techniques to ensure data quality for analysis.
- Data Analysis and Visualization: Techniques and tools for data analysis, data exploration, and visual representation of insights.
- Data Mining and Predictive Analytics: Introduction to data mining algorithms, predictive modeling, and forecasting techniques.
- BI Dashboards and Reporting: Design and development of interactive dashboards and reports for effective communication of insights.

- Data Governance and Quality Management: Principles of data governance, data stewardship, and ensuring data quality in BI systems.
- Strategic Planning and Performance Measurement: Use of BI in strategic planning, performance measurement frameworks, and key performance indicators (KPIs).
- Business Process Optimization: Application of BI in identifying process bottlenecks, improving operational efficiency, and optimizing business processes.

Assessment method(s) of the module

- 1 end-of-module evaluation in the form of an individual writing which can take the form of a knowledge check, a practical case, an open question for reflection, etc.
- 1 end-of-block case study that can integrate all or part of the module

Management of IT

Learning objectives

- Evaluate various interdisciplinary management concepts and issues related to information systems and technologies
- Assess the current role of IS in an organization and explain how information technology relates to organizational goals, objectives, strategy, and structure
- Demonstrate proficiency in the solving business problems using software applications.

Content

- Explain why it is important to determine the needs for an IS at all management levels, and do so by first outlining the contrasts that exist between the different kinds of IS
- Explain the process through which IS are created
- Describe the revolution brought on by computers and the effects it has had on the way business is done
- Identify flaws with IS by using capacity for critical thinking, and then investigate existing body of written material about hardware and software issues and their solutions
- Describe the recent development in networking, data communications, and the internet, as well as how they have impacted society
- Demonstrate a mastery of problem solving techniques applicable to commercial settings employing cutting-edge productivity tools

Assessment method(s) for the module

- 1 end of course evaluation in the form of an individual writing which can take the form of a check of knowledge, a practical case, an open question essay, etc.
- 1 case study at the end of the block, which may include all or part of the module

Digital Law

Learning objectives

- Supervise and monitor the regulatory use of tools and equipment available to employees in collaboration with the IT department or an external service provider
- Ensuring control of legal and regulatory best practices in e-commerce in compliance with the RGPD

- Ensuring the compliance of the activities carried out in the UO in accordance with the challenges of web law

Content

- The limit between private and professional life on and with the web (digital law, digital identity, freedom of expression, right to disconnect, etc.)
- Computer surveillance at work (legal framework, rights and obligations of the parties) and the supervision of the use of computer tools at work (equipment, files, messaging, internet, etc.)
- The framework and components of a charter for the use of IT tools at work
- The place and impact of the RGPD in e-commerce: the data processing register, the use of data and the empowerment of persons, the rights of persons, the security of data, the role of the CNIL
- Web law: the possibilities and limits of productions and achievements for the UO (copyright image rights, use of databases, etc.)
- The responsibility and obligations of the manager: tools and means of control, relationship and collaboration with the ISD

Assessment method(s) of the module

- 1 assessment at the end of the module in the form of an individual written test which may take the form of a knowledge test, a practical case, an open-ended reflection question, etc.
- 1 case study at the end of the block, which may include all or part of the module

Web design and development

Learning objectives

- Acquire new technical skills in digital matters
- Put into practice technical skills in animation and visual creation
- Strengthen the ability to work in a group on a common project

Content

- The discovery of an imposed theme of website creation
- Organization of the project and the team
- Analysis of the project and the key stages
- Writing the specifications and deliverables
- Prioritization of the tree structure and content
- Creation of the site model and argumentation
- Developing the project and putting it into practice

Assessment method(s) for the module

- Writing a project presentation specification justifying the choices made

NB: in addition, the school can organize a test of the knowledge acquired throughout the project in the form of its choice (quizzes, MCQs, etc.), integrate occasional challenges into the animation, include a system for assessing involvement and attendance, etc.

Bloc 4 – Monitoring, forecasting & public relations

Change Management

Learning objectives

- Understand the principles and theories of change management and their relevance in organizational contexts.
- Gain insight into the drivers and dynamics of organizational change.
- Develop skills in diagnosing organizational readiness and resistance to change.
- Learn various change management strategies and approaches for facilitating successful organizational change.
- Explore the role of leadership in change management and develop effective leadership skills for leading change initiatives.
- Understand the importance of communication and stakeholder engagement in change management.
- Acquire knowledge of organizational culture and its impact on change implementation.
- Learn techniques for managing and mitigating resistance to change.
- Develop skills in planning, implementing, and evaluating change initiatives.
- Gain an understanding of ethical considerations and the social impact of change management.

Content

- Introduction to Change Management: Overview of change management concepts, theories, and the need for change in organizations.
- Drivers of Change: Identification of internal and external factors that drive organizational change.
- Organizational Readiness and Resistance: Assessing organizational readiness for change and understanding the sources of resistance.
- Change Management Strategies: Different change management approaches (e.g., incremental, transformational, participatory) and their application.
- Leadership in Change: The role of leaders in driving and managing change, developing change leadership skills.
- Communication and Stakeholder Engagement: Effective communication strategies, stakeholder analysis, and engagement techniques during change.
- Organizational Culture and Change: Understanding the impact of organizational culture on change implementation and fostering a culture conducive to change.
- Managing Resistance to Change: Techniques for identifying and addressing resistance, stakeholder management, and building support for change.
- Change Planning and Implementation: Change planning methodologies, change project management, and effective implementation strategies.
- Evaluation and Sustainability of Change: Methods for evaluating change initiatives, monitoring progress, and ensuring long-term sustainability.
- Ethical Considerations in Change Management: Ethical challenges, considerations, and social implications of organizational change.

Assessment method(s) for the module

- 1 end-of-module evaluation in the form of a report or group project
- 1 end-of-block case study that can integrate all or part of the module

Business Plan

Learning objectives

- Understand the purpose and components of a comprehensive business plan.
- Develop skills in conducting market research and analysis for business planning.
- Learn how to create a compelling value proposition and define target customers.
- Develop proficiency in crafting realistic financial projections and understanding key financial metrics.
- Explore various business plan formats and structures.
- Understand the importance of operational planning and creating an effective organizational structure.
- Gain knowledge of risk assessment and mitigation strategies in business planning.
- Develop skills in presenting and communicating a business plan effectively.

Content

- Introduction to Business Planning: Importance and benefits of a well-crafted business plan.
- Market Research and Analysis: Techniques for conducting market research, analyzing competitors, and identifying target customers.
- Value Proposition and Target Customers: Developing a unique value proposition and defining the target market.
- Financial Projections and Metrics: Creating realistic financial projections, understanding key financial metrics, and evaluating financial viability.
- Business Plan Format and Structure: Exploring different business plan formats and structuring a comprehensive business plan.
- Operational Planning and Organizational Structure: Considerations for operational planning, defining roles and responsibilities, and creating an effective organizational structure.
- Risk Assessment and Mitigation: Identifying potential risks and developing strategies to mitigate them.
- Business Plan Presentation: Techniques for presenting and communicating a business plan effectively, including visual aids and persuasive communication skills.

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam in the form of a case study at the end of the block, which may include all or part of the module

Risk Management

Learning objectives

- A study of risk management and management techniques, methods, and models used in industry to minimize, control and communicate risks, including conducting various risk management protocols
- Identify and categorize risks in the company
- Establish tools and techniques for risk management planning
- Define a risk management strategy in the UO

Content

- Prerequisites: basics of risk management in management science, scope and use / application in

- a compliance strategy
- Categorize risks, structure and organize them, cost/time/content/quality impact
- Risk planning, establishing a project charter, identifying stakeholders, environmental factors that influence the risk process
- Tools and procedures, planning, standardization, monitoring and control bodies, evaluation and projective validation, project management and planning matrices
- Planning tools and techniques, integration of knowledge management in an improvement and learning dimension
- The creation of a risk management plan, determining the responses to be made, the levels of criticality
- Methods of evaluation and interpretation, monitoring and auditing of risk management, risk systemics.

Assessment method(s) for the module

- 1 assessment conducted during or at the end of the module in the form of an individual or collective report on a development plan
- 1 case study at the end of the block, which may include all or part of the module

Sustainable Strategies

Learning objectives

- Gaining an understanding of the environmental, social, and economic causes and hazards that may have an influence on businesses, in addition to the huge business opportunities that can be created by incorporating sustainability concerns into the core company strategy, is essential.
- Investigate the strategies that businesses use to overcome obstacles related to sustainability while also growing their bottom lines.
- Develop a Capacity for Critical Thinking. Increase the understanding of the difficult choices that managers in business, government, and non-profit organizations must make, and you will develop your ability to see relationships among a variety of issues that are frequently at odds with one another.
- Develop a Career Potential refers to the process of enhancing the skills managers have with the goal of becoming an effective company leader and/or a change agent in order to help the transition that is required toward an economy that is low carbon and sustainable.

Content

- Economy lessons
- Why the economy is failing the environment and humanity
- Understand and analyze the business models that drive change
- Explore why collective efforts matter and how business can be a catalyst for system-level change in the face of significant global issues, such as climate change and income inequality
- Examine the broader environmental, political, and social landscape in which you operate, including the role of government, investors, and customers
- Determine what can be done in a career to become a purpose-driven leader

Assessment method(s) for the module

- 1 assessment conducted during or at the end of the module in the form of an individual or group report on a business development plan
- 1 final exam as case study at the end of the block, which may include all or part of the module

Bloc 5 – Management of people & organizations

Labor Law

Learning objectives

- Ensure the interface between the Human Resources Department and employees
- Supervise and plan the teams in compliance with the legal and regulatory framework
- Respond to questions from employees on first-level elements

Content

- Reminder: the different sources of labor law (the constitution, the labor code, the collective agreement, branch agreements, internal regulations, the employment contract, case law)
- The different forms of contracts and the clauses of the contract (trial period, mobility, non-competition, confidentiality, withdrawal-training, etc.)
- Working time, rest time, calculation of overtime, legal and exceptional leave
- The constituent elements of the remuneration, the variables and the reading of the pays lip
- Breach of contract (forms, legal framework, compensation), preliminary and disciplinary interviews

Assessment method(s) for the module

- 1 end-of-module evaluation in the form of an individual writing that can take the form of a knowledge check, a practical case, an open question for reflection, etc.
- 1 end-of-block case study that can integrate all or part of the module

HR Management

Learning objectives

- Implement a recruitment process, internally and externally
- Determine selection criteria related to the occasional and permanent needs of the structure
- Adapt / Design the integration process for a new employee in line with the general policy of the company and the directives of the Human Resources department
- Contribute to the detection of talents by reporting his impressions based on the factual observation of his team
- Carry out interim evaluation interviews in a vision of career development or framing to comply with the employee's expectations
- Conduct professional interviews, identify skills, define the professional project of the employee, suggest the individual training plan and assess the skills needs of the unit

Content

- The challenges of recruitment today
- The recruitment strategy within the company
- The impact of new obligations and inclusion policies on recruitment policies
- The impact and risks of discrimination in hiring on the structure
- The recruitment policy integrated into a forward-looking approach
- The articulation of recruitment and other HR systems
- The integration of the new employee into the company and the tools
- Professional assessments: definition, issues, legal obligations, limits

- The different types of interview and evaluation methods: the annual evaluation interview (working conditions, objectives, skills, increase or promotion) and the professional interview (prospects for development, training needs, risks financial and legal, etc.)
- Setting up, conducting interviews and follow-up: preparing for interviews (planning, organization, information to gather, questions to prepare, guide), conduct (steps and best practices, management of complex situations, conclusion, assessment of end of interview), post-interview management and follow-up (use of results, summary, action plan)
- Training: the challenges within the company, the notion of training action

Assessment method(s) for the module

- 1 end-of-module evaluation in the form of an individual writing that can take the form of a knowledge check, a practical case, an open question for reflection, etc.
- 1 final exam in the form of a case study that can integrate all or part of the module

Organizational Behavior

Learning objectives

- Understand the fundamental concepts and theories of organizational behavior and their application in real-world contexts.
- Develop an understanding of individual behavior in organizations, including personality, perception, motivation, and attitudes.
- Explore the dynamics of group behavior, including team development, group decision-making, and conflict resolution.
- Learn about organizational culture, values, and ethics, and their impact on employee behavior and organizational performance.
- Develop skills in effective communication, leadership, and managing diversity in the workplace.
- Gain knowledge of organizational structure and design, and their influence on employee behavior and organizational effectiveness.
- Understand the role of power, politics, and organizational change in shaping behavior within organizations.
- Acquire skills in managing organizational behavior to promote employee engagement, job satisfaction, and organizational success.

Content

- Introduction to Organizational Behavior: Overview of organizational behavior concepts, theories, and its significance in understanding workplace dynamics.
- Individual Behavior: Personality, perception, motivation, attitudes, and their influence on individual performance and job satisfaction.
- Group Behavior and Teamwork: Group formation, stages of team development, group decision-making, and conflict resolution.
- Organizational Culture and Values: Understanding organizational culture, values, and ethics, and their impact on employee behavior and organizational performance.
- Communication in the Workplace: Effective communication techniques, listening skills, and overcoming communication barriers.
- Leadership and Managing Diversity: Leadership styles, strategies for effective leadership, managing diversity, and promoting inclusivity in the workplace.
- Organizational Structure and Design: Types of organizational structures, design considerations, and their impact on employee behavior and organizational effectiveness.

- Power, Politics, and Organizational Change: Understanding power dynamics, political behavior, and managing organizational change and resistance.
- Employee Engagement and Job Satisfaction: Strategies for promoting employee engagement, job satisfaction, and creating a positive work environment.
- Organizational Behavior and Performance: The relationship between organizational behavior and performance outcomes, such as productivity and employee well-being.

Assessment method(s) for the module

- 1 end-of-module evaluation in the form of an individual writing that can take the form of a knowledge check, a practical case, an open question for reflection, etc.
- 1 final exam in the form of a case study that can integrate all or part of the module