Academic year : 2	Semester : 1				Centre : Nice
ACCOUNTING PRINCIPLES					
Code : BBA2	**ECTS : 5**	**Total : 36**	**Lectures : 18**	**Tutorials : 18**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures :

- Sandra SHADRACH

Tutorials :

- Sandra SHADRACH

II. COURSE OBJECTIVES

- Introduces students to the world of accounting and assumes no prior knowledge of the subject area.
- It will be demonstrated how a practical understanding and interpretion of accounting reports and other accounting tools can improve decision-making and add value for company stakeholders

III. COURSE CONTENT

- The language and limitations of accounting
- Historic and predictive accounting statements
- Profit and loss accounts
- Balance sheets and cash flow
- Budgets and budgetary control
- Product costs and pricing linked to short term decision making
- The concept of contribution

IV. LEARNING OUTCOMES

On completion of this module, students will have acquired the following skills :

- Explain the component parts of major accounting reports
- Evaluate the financial performance of an organisation using these reports
- Analyse and evaluate financial information relating to product or service costs and contribution to profit

V. EVALUATION

- 50% continuous assessment :
  - 25% Participation ;
  - 25% coursework.
- 50% Final examination.

Resits : To be announced during the semester

VI. ESSENTIAL READING

Core text : Attrill and McLaney. Accounting and Finance for Non-Accountants. Prentice Hall

Additional: Davies and Pain. Business Accounting and Finance. McGraw Hill

Academic year : 2	Semester : 1				Centre : Nice
CONSUMER BEHAVIOUR					
Code : BBA2	**ECTS : 5**	**36**	**Lectures : 24**	**Tutorials : 12**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures :

- Jinia MUCKERJEE

Tutorials :

- Jinia MUCKERJEE

II. COURSE OBJECTIVES

- The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.
- The course content will also address the importance of subculture and global consumer culture as marketing opportunities

III. COURSE CONTENT

- Consumers and their behaviour
  - Impact on marketing strategy
  - Impact of marketing on the consumer
- The individual consumer
  - Perception and self
  - Learning and memory
  - Motivation and values
  - Personality and lifestyles
  - Beliefs and attitudes
- The consumer decision making process
  - Situational effects
  - Atmospherics
  - Perception of quality
  - Group influence
  - Opinion leadership
  - Household decision making

- Subculture and global consumer culture
    - Marketing opportunities

IV. LEARNING OUTCOMES

On completion of this module, students will have acquired the following skills:

- Be able to identify the dynamics of human behaviour and the basic factors that influence the consumers decision process
- Be able to demonstrate how concepts may be applied to marketing strategy

V. EVALUATION

- 50% continuous assessment :
    - 25% Essay
    - 25% Participation
- 50% Final examination

Resits : To be announced during the semester

VI. ESSENTIAL READING

Core text : M.R. Solomon, *Consumer Behavior*, Prentice Hall International Edition, 7th, 2006

Additional: J. F. Engel, R.D. Blackwell, P.W. Miniard, *Consumer Behavior*, The Dryden Press Edition, 8th, 1995

P. Kotler, Marketing Management Analysis: Planning and Control, Prentice Hall Edition, 9th, 1997

Journal of Consumer Research (available on the following web site : http : www.proquest.umi.com)

Journal of Marketing Research (available on the following web site : http : www.proquest.umi.com)
Harvard Business Review

Academic year : 2	Semester : 1				Centre : Nice
INTERCULTURAL MANAGEMENT					
Code : BBA2	**ECTS : 5**	**Total : 36**	**Lectures : 24**	**Tutorials : 12**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures :

- Claude ALAVOINE (Dr of Business)
- Eugene STEVELBERG (Ph.D.)

Tutorials :

- Claude ALAVOINE (Dr of Business)
- Eugene STEVELBERG (Ph.D.)

II. COURSE OBJECTIVES

- This module is designed to introduce the students to the nature and practice of management in an intercultural context
- An understanding of the influence of culture on communication, behaviours and decisions or strategic choices, its effects on organisations and the choice of organisational form and also the cultural resistance to change within organisations
- Understand the influence of culture on individuals in a new environment
- Examine contrasting cultural values and orientations and their impact on the international strategy of firms
- Enhance the students understanding of the influence of culture on management functions like leading and motivating and develop the students cross cultural analytical skills
- Understand the challenge of managing cultural diversity within organisations
- A combination of class lectures, case studies and in-class exercises will be used. The emphasis is on student preparation for each session:
    1) Read through the cases a few times and discuss the questions in groups
    2) Come to class with prepared questions for areas of misunderstanding, vocabulary questions, or any questions relevant to assignments or course content

III. COURSE CONTENT

- Part I: The role of culture
    - Defining culture: Interactive spheres of culture
    - Culture in action: The influence on the decision making process

    - Cultural mechanisms: Ethnocentrism, categorization and stereotypes
- Part II: Intercultural Communication
    - The communication process: The influence of Culture on the concept of feedback
    - The link between Language and Culture
    - Non verbal communication
    - Context and nature of messages
- Part III: Cultural Values
    - The Kluchohn and Strodtbeck model
    - Orientation towards Time (Monochronic versus Polychronic)
- Part V: Organizational challenges
    - Cultural resistance to organizational change
    - Managing cultural diversity
- Part VI: International strategies and challenges
    - The intercultural Manager profile
    - The expatriation process

IV. LEARNING OUTCOMES

On completion of this module, students will have acquired the following skills :

- Understand cultural differences in communication and their impact on the business environment .

V. EVALUATION

- 50% continuous assessment :
    - 25% Participation ;
    - 25% coursework.
- 50% Final examination.

Resits : To be announced during the semester

VI. ESSENTIAL READING

Core text : Brislin Richard W., *Understanding Culture's influence on behavior*, Harcourt College Publishers, second edition, 2000.

Dereski Helen, *International Management: Managing across borders and cultures*, Prentice Hall, 4th Edition, 2002.

Mead Richard, Andrews Tim G., *International Management,* Blackwell Publishers, 4th Edition, 2009

Additional: Brislin Richard W., *Working with cultural differences: Dealing effectively with diversity in the workplace,* Praeger Publishers, 2008

Schneider Susan C, Barsoux Jean Louis, *Managing across cultures*, Mc Graw-Hill, 2004.

Hofstede Geert, Cultures and Organizations: Software of the Mind, Mc Graw-Hill, 2004

Ferraro Gary P., *The cultural Dimension of International Business*, Prentice Hall, 5th Edition, 2005.

Varner Iris, Beamer Linda, *Intercultural Communication in the Global Workplace*, 3rd Edition, McGraw-Hill, 2004.

Academic year : 2	Semester : 1				Centre : Nice
MARKETING COMMUNICATIONS					
Code : BBA2	**ECTS : 3**	**Total : 21**	**Lectures : 13.5**	**Tutorials : 7.5**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures :

- Verona DASCALESCU

Tutorials :

- Verona DASCALESCU

II. COURSE OBJECTIVES

- To provide an in-depth understanding of integrated marketing communications concepts
- To research and evaluate an organisations marketing and promotional situation in order to develop effective communication strategies and programmes
- To understand the industry and the players
- To enable students to develop a promotional plan adapted to a specific organisation

III. COURSE CONTENT

- The IMC role in the marketing mix
- The elements of the communications process
- Objectives for the IMC plan
- Advertising
- Public relations
- Sponsorship
- Sales promotions and point of purchase activities
- Direct Marketing
- Exhibitions and tradefairs
- Personal selling
- Internet communications
- Branding
- Corporate image
- Media planning and IMC budgets
- Communications research
- Measuring the effectiveness of IMC activities

IV. LEARNING OUTCOMES

On completion of this module, students will have acquired the following skills :

- Be able to create an effective marketing communication plan to build brands, deliver value and create relationships in the marketplace.
- Be able to use marketing communications to promote causes, political candidates and deal with societal problems.
- To understand the theory and techniques applicable to the major marketing communication functions in order to evaluate a company's marketing and promotional situation and tie this to company business goals

V. EVALUATION

- 50% continuous assessment :
  - 25% Participation ;
  - 25% coursework.
- 50% Final examination.

Resits : To be announced during the semester

VI. ESSENTIAL READING

Core text : Patrick DE PELSMACKER: Marketing Communication 2010 4th Edition Pearson Ed.

Academic year : 2	Semester : 1				Centre : Nice
INTERNATIONAL ECONOMICS					
Code : BBA 2	**ECTS : 5**	**Total : 36**	**Lectures : 24**	**Tutorials : 12**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures :

- M. LINES (Ph.D.)

Tutorials :

- M. LINES (Ph.D.)

II. COURSE OBJECTIVE

- To provide an insight into a broad range of economic aspects of the European Union
- To provide a basis for further studies in International Business and Finance
- To clarify the role of the European Union institutions in business activities
- To allow students to have a better understanding of the regional trade regimes
- To understand the European financial mechanisms (Euro-Currency marketi) and the nature and role of the Euro

III. COURSE CONTENT

- Description of the EU evolution; past, present and future
- Economic principles underlying the EU creation and development
- Understanding of the EU decision-making process
- The role of EU institutions in providing the framework for domestic and transnational business activity
- EU as a trading partner and as a world economic power
- EU diversity of markets and economic characteristics of EU countries

IV. LEARNING OUTCOMES

On completion of this module, students will have acquired the following skills :

- An understanding of the differences and similarities between regional, national and sub-national environments including political, legal, economic and cultural elements

V. EVALUATION

- 50% continuous assessment :
  - 25% Participation ;
  - 25% coursework.
- 50% Final examination.

Resits : To be announced during the semester

VI. ESSENTIAL READING

Core text : Maurice Obstfeld, Paul Krugman International Economics: Theory and Policy International Version Plus MyEconLab Student Access Code 8/e
Pearson Education Sep 2010, Book with access code

ISBN13: 9781408263662
ISBN10: 1408263661

Academic year : 2	Semester : 2				Centre : Nice
PRINCIPLES OF FINANCE					
Code : BBA2	**ECTS : 5**	**Total : 36**	**Lectures : 18**	**Tutorials : 18**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures :

- Sandra SHADRACH

II. COURSE OBJECTIVES

- This module assumes a basic knowledge of accounting. It is an introduction to the world of finance and focuses on developing an understanding of sources of finance available to international business and the mechanisms by which finance is raised. The international aspect of the course is explored through the study of foreign exchange risk and its management.

III. COURSE CONTENT

Students will examine the sources of finance available to international business and how it is raised ; the management of working capital ; the cost of capital and how it is linked to capital structure of the company ; the concept of value and investment decisions, foreign exchange risk and its management.

IV. LEARNING OUTCOMES

The student should be able to:

- Identify the sources of long, medium and short term finance available and how it is obtained.
- Evaluate and justify investment decisions.
- Describe the nature of and evaluate foreign exchange risk.
- Use finance concepts to evaluate the financial implications of relevant business decisions

V. EVALUATION

- 50% continuous assessment :
  - 25% Participation ;
  - 25% coursework.
- 50% Final examination.

Resits : To be announced during the semester

VI. ESSENTIAL READING

Core text : Lustig and Koester: *Intercultural competence: Interpersonal Communication Across Cultures:*

Additional: Brislin Richard W., *Understanding Culture's influence on behavior*, Harcourt College Publishers, second edition, 2000.

Dereski Helen, *International Management: Managing across borders and cultures*, Prentice Hall, 4th Edition, 2002.

Ferraro Gary P., *The cultural Dimension of International Business*, Prentice Hall, 5th Edition, 2005.

Varner Iris, Beamer Linda, *Intercultural Communication in the Global Workplace*, 3rd Edition, McGraw-Hill, 2004.

Academic year : 2	Semester : 2				Centre : Nice
ENGLISH LANGUAGE 4					
Code : BBA2	**ECTS : 5**	**Total : 36**	**Lectures : 0**	**Tutorials : 36**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

- Loretta GATT

II. COURSE OBJECTIVES

- To continue preparing students for an institutional TOEFL paper-based test to be taken at the end of the semester where a minimum score of **560** points should be obtained.
- Listening, reading, writing, speaking and grammar skills are developed throughout the course to consolidate and extend existing linguistic knowledge in order to enable more fluent, effective and complex communication in the English language.
- Academic writing skills are also revisited to support the Research Methods module.

III. COURSE CONTENT

- The module is organised around topics providing insights into the business culture of Anglophone communities Within the framework of each topic, reading, writing and speaking skills are developed.
- TOEFL preparation tutorials and mock tests to monitor progress.
- Support workshops to examine academic writing style in preparation for the dissertation module.

IV. LEARNING OUTCOMES

On completion of this module, students will have acquired the following skills :

- Have a sufficient command of the English language to progress onto the 3rd year of university in Britain and to follow courses comfortably.
- Have understood the importance of correct academic referencing and the methodology and academic vocabulary relating to the dissertation module.

V. EVALUATION

- 50% continuous assessment :
  - 25% Participation ;
  - 25% coursework.
- 50% Final examination.

Resits : To be announced during the semester

VI. ESSENTIAL READING

- R. LOWES, H. PETERS, M. TURNER, 2004 The International Students Study Guide: Studying in English: London Sage
- E. PAYNE, L. WHITTAKER, 2006: Developing Essential Study Skills, 2 ED Harlow: Pearson Education
- Barons TOEFL

Academic year : 2	Semester : 2				Centre : Nice
THE INTERNATIONAL BUSINESS ENVIROMENT					
Code : BBA2	**ECTS : 5**	**Total : 36**	**Lectures : 24**	**Tutorials : 12**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures : Irene MARTIN
Carlos SOLER
Ann SHAO
Jinia MUCKERJEE

Tutorials : Irene MARTIN
Carlos SOLER
Ann SHAO
Jinia MUCKERJEE

II. COURSE OBJECTIVES

- To provide a foundation of knowledge with respect to the business environment in the BRIC countries.
- To explore key issues in regional business environments with concentrations on the Americas, Europe, Asia and India
- To build on the issues examined in International Business Issues studied in level 1

III. COURSE CONTENT

Organisations and their business environments; the international context of business – political and economic environments and socio-cultural differences; issues in diversity management; trans-national regimes and institutions; major trends and developments in globalisation.

IV. LEARNING OUTCOMES

On completion of this module, students should be able to :

- understand the relationship between firms and their business environments in the BRIC countries

- explain the major trends that have occurred in the business environments in the BRIC countries in recent years
- describe differences and similarities between regional, national and international environments, including political, legal, economic and cultural elements.

V. EVALUATION

- 100% continuous assessment :

Resits : To be announced during the semester

VI. ESSENTIAL READING

- Torrens : Doing Business in China, 2010 The Economist
- Gunjan Bagla: Doing Business in 21st Century India, 2008 Business Plus
- T.H. Becker : Doing Business in the new Latin America:keys to profit in America's next-door markets 2nd Ed 2011 Praeger publishers

Doing Business in **India**	4 lectures 2 tutorials = 9 hours
Doing Business in **China**	4 lectures 2 tutorials
Doing Business in **Russia**	4 lectures 2 tutorials
Doing Business in **Latin America**	4 lectures 2 tutorials

Basic geography

Climate and seasons – when NOT to visit the country

Relevant historical facts that may affect business

Currency

Language and basic greetings and manners

Demographics

Education levels number of universities etc

Transport links – airports, trains etc (for business meetings)

The Economy

Main industries

Resources

Human resources/workforce skills

WTO and GATT issues

Current international companies in the zone

Govt policy towards foreign companies setting up

The effects of financial crisis, terrorism etc on business

Women in Society and in Business

Hofstede's cultural dimensions

Business meetings and trips – visas

Use of internet and other technology

Academic year : 2	Semester : 2				Centre : Nice
INTERNATIONAL NEGOTIATION					
Code : BBA 2	**ECTS : 5**	**Total : 36**	**Lectures : 24**	**Tutorials : 12**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures :

- Claude ALAVOINE (Dr of Business)

Tutorials :

- Claude ALAVOINE (Dr of Business)

II. COURSE OBJECTIVES

This course is designed to introduce the students to the nature and practice of international business negotiations. This will include an understanding of the role of culture in international business negotiations
The course focuses on business culture and cross-cultural communication and negotiation in business contexts rather than on general country or regional cultural issues.
This course is designed to enhance the student's comprehension of the negotiation process and its fundamental elements in order to understand the influence of culture on negotiation in an international context.

By taking this course, students should be able to:

- Develop an understanding of cultures and subcultures and the role they play in communicating and negotiating effectively in a global business environment

- Examine contrasting cultural values and orientations and their impact on the international communication and negotiating process

III. COURSE CONTENT

- Defining Negotiation
- Difference between project and conflict, factors increasing conflict
- Distributive and Integrative dimensions, orientations, structures and outcomes
- Fundamental elements of the process
- Preparation and strategies
- The specific nature of IBN
- The link between Culture and Negotiation. Does culture really make a difference?

- Culture and communication in a business context
- 12 cultural variables and two major orientations
- In Rome, do as Romans? How to prepare for International Business Negotiations

IV. LEARNING OUTCOMES

On completion of this module, students will have acquired the following skills :

- Understand cultural differences in communication and their impact on the business environment .

V. EVALUATION

- 50% continuous assessment :
  - 25% Participation ;
  - 25% coursework.
- 50% Final examination.

Resits : To be announced during the semester

VI. ESSENTIAL READING

Core text : GHAURI Pervez, USUNIER Jean Claude, *International Business Negotiations*, International Business and Management series, Pergamon / Elsevier Science, 2nd Edition, 2003, ISBN-10 0080442935, ISBN-13 978-0080442938

Additional:

- Brislin Richard W., *Understanding Culture's influence on behavior*, Harcourt College Publishers, second edition, 2000.
- Ferraro Gary P., *The cultural Dimension of International Business*, Prentice Hall, 5th Edition, 2005.
- HENDON Donald W., HENDON Rebecca Angeles, HERBIG Paul A., *Cross-Cultural Business Negotiations*, Greenwood Press, 1999
- LEWICKI Roy J., SAUNDERS David M., BARRY Bruce, *Negotiation*, Mc Graw Hill / Irwin, 5th Edition, 2006.
- VARNER Iris, BEAMER Linda, *Intercultural Communication in the Global Workplace*, 4th Edition, McGraw-Hill, 2006.

Articles:

- Brislin, Richard W., Lavoi Kim, "Cultural diversity in peoples' understanding and uses of time", *Applied psychology: An International Review*, Vol. 52 (3), 2003, pp. 363-382.
- Sebenius James K., "Six habits of merely effective negotiators", *Harvard Business Review,* April 2001, pp. 87-95.
- Sebenius James K., "The hidden challenge of cross-border negotiations", *Harvard Business Review,* March 2002, pp. 4-12.

- Weiss Stephen E., "Negotiating with Romans", *Sloan Management Review*, Vol. 35, n°2, Winter 1994, part I, pp. 51-61, Vol. 35, n°3, Spring 1994, part II, pp.85-99.

Academic year : 2	Semester : 2				Centre : Nice
AN INTRODUCTION TO MARKETING STRATEGY					
Code : BBA2	**ECTS : 2**	**Total : 18**	**Lectures : 12**	**Tutorials : 6**	
Pre-requisites	None				
Co-requisites	None				

I. LECTURER(S)

Lectures :

- Jeanette McDONALD

II. COURSE OBJECTIVES

- To introduce the basic tools used for company audit
- To enable students to understand where to find information required for the audit
- To give a basic understanding of how the tools can be interpreted for decision-making purposes.

III. COURSE CONTENT

- The importance of strategy and vision
- The SWOT analysis (environment)
- The PESTEL analysis
- The PLC (product)
- The BCG Matrix (product)
- Ansoff Growth Strategy
- The Perceptual map (positioning)
- Porters models (competition)
- An overview of strategies concerning the 4 Ps
- An introduction to evaluation of performance

IV. LEARNING OUTCOMES

On completion of this module students should be able to:

- Understand the importance of a strategic approach to marketing
- Appreciate overall the application of strategic marketing tools
- Justify decision making based on the interpretation of marketing tools

V. EVALUATION

- 50% continuous assessment :
  - 25% Participation ;
  - 25% coursework.
- 50% Final examination.

Resits : To be announced during the semester

VI. ESSENTIAL READING

Core text: Jim Blythe , Marketing Strategy, Mc Graw Hill Higher Education 2003

Additional reading:

- Doole and Lowe 2007 : International Marketing Strategy 5th Ed London Thomson
- David Jobber Principles and Practice of Marketing 6th Ed. McGraw-Hill
- Dibb et al 5th Edition Marketing Concepts and Strategies Houghton Miffin
- S. Dibb and L. Simkin, The Marketing Casebook (London: Routledge, 1993)
- G.L. Lilien and P. Kotler, Marketing Decision Making (New York: Harper and Row, 1983)
- John Saunders, The Marketing Book (London: Heinemann, 1987)
- S.T . Haimann, W.G. Scott, P.F. Connor Management 5th Ed