

**ESSEC**

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MASTÈRES  
SPÉCIALISÉS

MASTÈRE SPÉCIALISÉ

STRATÉGIE ET INGÉNIERIE DES AFFAIRES  
INTERNATIONALES

**« English track »**

**Course Catalogue**

# Summer Session

## STRATEGIC IMPLICATION OF INTERNATIONAL SALES CONDITIONS

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**DURATION:** 30 hours

### OBJECTIVES

Demonstrate that the success of an international trade transaction starts with the first offer, by explaining the interconnection between the five « contracts » - commercial, legal, financial, insurance and logistics – inherent in all sale conditions. Clarify the language used by specialists to ensure a more efficient communication with them.

Enable participants to avoid certain common mistakes and to master arguments which will help them to lead more efficient negotiations with future costumers.

### TOPICS

Systematic examples of costly mistakes made by European and foreign companies and ways of avoiding them.

## ANGLO-SAXON ACCOUNTING STANDARDS

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**DURATION :** 24 hours

### OBJECTIVES

Ce cours forme à l'analyse et à la compréhension des états financiers des entreprises, la comptabilité étant envisagée comme source d'information sur l'entreprise et son environnement. Pour réaliser cet objectif, les étudiants s'initieront à la technique et au langage comptables (saisie, analyse, élaboration d'états financiers, ...).

### TOPICS

- Saisie et traitement des transactions
- Principes comptables fondamentaux
- Analyse des résultats
- Tableau de financement

## MARKETING MANAGEMENT

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**DURATION:** 30 hours

### OBJECTIVES

The objective of this course is to give an understanding of the effects of the marketing dimensions on the management of a company. Students will analyse the marketing problems created by operating a business in more than one country, and examine a need for a firm to modify its marketing mix according to circumstances. This course assumes the student has a firm understanding of the essential functions of marketing gained from previous marketing courses.

### TOPICS

- International environment and marketing
- Segmentation, targeting and positioning
- Product strategy (adaptation, customization, country of origin effect)
- Pricing strategy (market, cost-based, public influence and competition)
- Distribution strategy (channels, retailing)
- Promotion strategy (models, budget fixation methods)

## STRATEGIC MANAGEMENT

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**DURATION:** 27 hours

### OBJECTIVES

Learn how to write up a strategic business plan, diagnose resources, formulate and execute strategy. Learn how to establish a diagnosis of a strategic business unit. Learn how to select strategic business segments, when to specialize and when to diversify. The seminar will include elements of value chain analysis and benchmarking, portfolio management, and mergers and acquisitions strategies.

## TEAM BUILDING AND LEADING “CLASS PROJECT”

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The idea is to add a “learning community” dimension to the program, where students learn from each other by working on a common project. Together, they choose a project of general interest to be implemented using the techniques learned in class. This project is to be completed by the end of the academic year.

A good class project usually meets the following criteria:

- Reinforces cohesion in each MS, strengthens its esprit de corps.
- Leaves a trace of the class in the history of the MS because of an original project.
- Promotes an academic, ethical or humanitarian objective.
- Helps develop the MS notably by opening up the project to a wider public.
- Contributes to wider visibility of the MS concerned, especially in the international aspect.
- Establishes a common project in which all students enrolled in the MS will participate.
- Mobilizes all students continuously on the team project.
- Elicits the various management functions among students around this centralizing project (organization strategy, financing, event logistics, marketing, communications, etc...).
- Helps transfer acquired skills to a specific project.
- Develops an exemplary project for subsequent classes.

The choice, implementation, responsibility for, and the success of the class project are entirely in the hands of the students. They contribute to it independently throughout their curriculum. The Team Building seminar serves to launch the idea and tries to identify its main aspects. The Academic Director and the Team Building team evaluate the work of each group.

Examples of projects:

Organization of conferences with alumni on topics related to the MS  
Organization of field trips  
Organization of a sporting event with a humanitarian dimension,  
Production of a CD-ROM with addresses and CVs

## JEU DE SIMULATION DE GESTION D'ENTREPRISE « ARIANE »

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**DURATION:** 15 hours

### OBJECTIVES

Il s'agit d'intégrer les différentes composantes de l'entreprise (comptabilité, marketing, finances) et de réaliser que les décisions prises sont interdépendantes.

De simuler la gestion d'une entreprise dans un environnement concurrentiel, impliquant des réactions rapides et adaptées à toutes modifications du marché ou des politiques des concurrents.

Sur un plan humain, cet exercice conduit les étudiants à prendre en compte l'apport et les difficultés des décisions collégiales et du travail en groupe.

Enfin, la technique du jeu illustre les possibilités et les limites des modèles de simulation, comme outil d'aide à la décision.

# Autumn Session

## CORPORATE FINANCE

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**DURATION:** 30 hours

### OBJECTIVES

This course will deal with the basics of corporate finance: reporting activity in financial statements, analysis of performance, and managing cash flow.

### TOPICS

- The role of finance in the company
- Cash cycles and cash flows
- Treasury management.
- The time value of money
- Capital budgeting
- GAAPP and Corporate Governance

## FINANCIAL ANALYSIS AND VALUATION OF CORPORATIONS, M & A.

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**DURATION:** 30 hours

### OBJECTIVES

This course provides participants with a framework to understand how the value that businesses generate is captured in financial statements. It examines the basic principles of and approaches to valuation of the firm, and lays the groundwork for linking valuation to corporate financial decisions with respect to investment, financing, and dividends.

## COST ALLOCATION AND PERFORMANCE MEASUREMENT

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**DURATION:** 15 hours

### OBJECTIVES

Explain departmentalization and the role of departmental accounting. Distinguish between direct and indirect expenses. Identify bases for allocating indirect and expenses to departments. Explain controllable costs and responsibility accounting. Describe allocation of joint cost across products. Analyse investment centers using return on total assets. Assign overhead costs using activity-Based Costing (ABC).

## INTERNATIONAL FINANCE

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**DURATION:** 30 hours

### OBJECTIVES

This course answers the questions: What are the basis of financial markets? How do they operate? What are their roles? The objective is to demystify financial markets and provide students with simple tools to understand their behavior and how they operate. The course is designed to provide the students with a tool box to be in a position to understand, apprehend and judge most market financial situations they will be confronted with in their early professional life.

### TOPICS

- The basis of finance.

- Lending and borrowing.
- Buying and selling in markets.
- Basis for forward markets.
- Derivatives.
- Hybrid instruments.
- Indexes.
- Market settlement.
- Market movers.
- Trading.
- Players in the financial markets.
- Investment management.
- Volatility.
- Value at risk.

## EXPORT FINANCE

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**DURATION:** 15 hours

### OBJECTIVES

To introduce students to export finance vocabulary and mechanisms.

### TOPICS

- Legal environment (mainly: the OECD Arrangement).
- Export finance vocabulary.
- Risks, insurances, guarantees and credit derivatives.
- Supplier's credit and forfaiting.
- Buyer's credit.
- French (Roman law) « crédit-bail », leasing and cross-border leasing.
- Multisourcing.

## GLOBAL SOURCING

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**DURATION:** 30 hours

### OBJECTIVES

- Principles and concepts on the supply chain different definitions "must do" of the purchasing organizations, bias and misconceptions, Central vs. local, cross-functional teams. In this session the student is confronted to basic concepts and definitions related to the purchasing environment. Definition of Sourcing, Purchasing and Procurement. Evolution of purchasing organization through history. The session hovers over the types of organizations of actual purchasing organizations. Definition of the different types of organization. Drivers and trends that influence the choice of each type of organization. Review of case studies of current "most used" types of organizations at WW level. Definition and review of supply chain definition. Description of each link of the supply. Study case of Europe and US, in terms of trends, with regards to organization and processes evolution.
- Drivers for International purchasing organizations. Comparative studies between Europe and US Purchasing organizations. Purchasing organization in Japanese manufacturing companies. Review of Contingency Theory. Alignment of purchasing organizations with exogenous variables. Globalization and LCC's (Low Cost Countries). Drivers for change. Comparison of German and US purchasing organizations. The Japanese case. Decision making process and purchasing involvement in NPI projects.
- Purchasing and Sourcing Strategy: Trends and Implications. Why Purchasing must be integrated to company's vision. How to reach such integration (balance score cards, share objectives, Hoshin, etc). Purchasing Contributions to Time-Based Strategies -e-Procurement, ERP and transaction tools. In this session, the student will review the need of linking organizational structures and corporate strategy. Needs for adopting a strategic approach. External factors to be considered

when defining strategy. A move from cost to value. Linking Business strategy, Process, Technology and people. Expected developments, from strategic point of view, on purchasing organizations. How to link strategy and organizations (review of Hoshin and Cross BSC's). Conceptualizing BSC and its benefits. The X-BSC. Purchasing contribution to time base strategies. Tools (e-commerce and EDI).

- Ethical issues in Global buyer-supplier relationships. Contract management at a glance. Definition of Ethics and Values. International purchasing and ethics. Case study from a US base purchasing organizations. Categorization of ethical practices. Organizational factors that affect the ethicality of global buyer-supplier relationships. Guanxi. Contract management best practices. And Contract management life cycle.

## MARKETING INTELLIGENCE

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**DURATION:** 15 hours

### OBJECTIVES

Maîtriser l'art de la veille stratégique et de l'intelligence marketing pour anticiper les stratégies des concurrents et bien se positionner. Réaliser un benchmarking. Acquérir des connaissances dans le domaine du webmarketing en découvrant l'ensemble des techniques de marketing en ligne. Mettre en place des indicateurs et un tableau de bord à même de mesurer sa présence en ligne (et son évolution) et jauger la pression concurrentielle. Développer son image de marque grâce à Internet « e-branding ». Intégrer l'outil Internet dans ses plans et actions marketing, communication & relations presse. Maîtriser un projet de développement de site Internet et faire vivre un site (pièges à éviter). Développer son activité grâce à Internet et adapter sa stratégie de fidélisation. Internet et la création d'événementiels.

### TOPICS

- Veille stratégique via Internet : Veille et intelligence marketing. Utiliser les moteurs de recherche en mode expert. Internet visible et invisible. Valider et filtrer les sources. Stratégie de «e-branding». Sécurité et confidentialité sur Internet. Réaliser une étude de marché ou un benchmarking. Tout trouver sur une entreprise, sa stratégie, ses dirigeants, ses produits, ses tarifs, ses documents confidentiels. Identifier un réseau de distribution et de partenaires.
- Techniques de webmarketing : Le projet internet : cahier des charges, qui est qui, pièges à éviter, maîtriser les coûts. Techniques de référencement. Exploiter son site et en gérer le contenu. Publicité sur internet (techniques, outils, formats, plan média, liens...). Fidéliser ses visiteurs. e-CRM et e-mailing. Analyse statistique de fréquentation et analyse d'audience, les outils du département marketing. Webcommunication et relations presse. Techniques d'affiliation et de partenariat. Créer un tableau de bord. e-branding.

## MARKSTRAT GAME

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**DURATION:** 15 hours

### OBJECTIVES

This course is very practical and built around a marketing strategy simulation called MARKSTRAT. The simulation aims at helping participants develop a strategic market orientation. It contains numerous management and financial tools and information that will assist participants in their decision-making, such as:

- A company scorecard.
- Astock market evaluation (stock price index).
- Abroad product portfolio.
- Possibility for bank loans.
- Sales force allocation by distribution channels and products.
- Composite perceptual dimensions.
- Brand awareness information per segment.

- Competitive benchmarking.

The design of the simulation is focused on the learning, practicing and testing of strategic marketing concepts. Its main advantages are:

- Along-term perspective.
- An emphasis on competitive analysis, product portfolio management, market segmentation and targeting, and product positioning and re-positioning.
- Opportunity to manage and expand the product lines through modification of existing brands and introduction of new ones (through research & development).
- Financial management : R&D investments, inventory management, sales optimisation, sales force management, ...
- A complete interactivity.

The course provides students with an opportunity to apply past marketing knowledge in an interactive computer-simulated environment and evaluate the effectiveness of their decisions.

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## **INTRODUCTION TO THE ECONOMIC ANALYSIS OF AN OPEN WORLD**

**DURATION:** 15 hours

### **OBJECTIVES**

The course aims at giving basing notions enabling to clarify the main debates in relation with international trade and money economics. It is intended to be understood by students without prior knowledge of economic theory but requires the intellectual maturity and the strong motivation necessary to assimilate in a short time a large number of precise concepts.

### **TOPICS**

- Economic concept in perspective: Schools of thought in economic theory, mercantilists and international trade, classics and neoclassics. The Walrasian notion of decentralized equilibrium.
- Analysis of international trade: The ricardian vision of international trade, comparative advantage and international division of labor, terms of trade and profit from trade. Sketch of neoclassical extension of international trade analysis, Stolper Samuelson analysis of factor compensation.
- Elementary Macroeconomic Analysis: Keynesian models of economic activity and trade balance. Supply and demand for money. The scope of budget policy and monetary policy.
- Central banking: Money supply and interest rates control. The FED and the open market operations. The ECB and its refinancing policy in direction of the private banking sector.
- Exchange rates and interest rates: The foreign exchange regimes: flexible exchange rates, purchasing power parity, financial arbitrage, adjustment and overshooting. Sketch of economic policy in an open economy.

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## **BUSINESS ENVIRONMENT IN ASIA**

**DURATION:** 30 hours

### **OBJECTIVES**

The goal of this course is to bring together an account of the Asian business environment to aid in the analysis of management styles, decision-making techniques and managerial challenges that Asian complexities create. The success of global business in the Asia region depends to a large degree on the capacity of firms to learn new approaches to doing business in the region and to adopt new styles of management practice, business operations and strategy.

The course seeks to address this need by providing an insight into the international business environment and operations in the region.

At the end of this course students should be able to: understand the main trends in the economic development and the economic structures of some key countries of Asia, appreciate the main characteristics of the business environment, including business institutions, practices, and the social and political background; be able to discuss the implications of the environment for doing business in

Asia, be able to critically examine the South-East Asian business environment especially in terms of the relationships between business cultures, social and political systems and cultural traditions.

### TOPICS

- Comprehensive overview of Asia from a macro perspective.
- Survey the rapidly evolving business opportunities Asia has to offer.
- Understanding key success factors for running successful Asia operations.
- Address the lessons that developing economies have learned from the experience of the Asian Crisis.
- Lessons on what Asia can learn from Europe and the US, what Europe and the US can learn from Asia, how competitive threat could be turned into constructive partnership between these regions.

### CONFERENCES

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- Introduction to geopolitics
- Geostrategy and Balkans
- Arabic countries
- Countries of South America
- Advisory services
- BtoB marketing

## Winter Session

### INTERCULTURAL MANAGEMENT

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**DURATION:** 15 hours

#### OBJECTIVES

The fundamental principle for this course is based on the notion that in order to comprehend and appreciate a different culture, one must first have a conscious understanding and insight into one's own. To offer experiences in the classroom that will permit the students to reflect on who they are culturally and how that identity influences their interaction with people from different cultures.

To recognise that the actions and communications of individuals are possible manifestations of different cultural world views and to provide a means to interpret and respond to them. To create interactive learning environments that will permit students to experience both the perceptual and behavioural differences concerning culture. To help the students develop skill in the field of communicative and cultural competence.

#### TOPICS

- Ambiguity and assumptions in dealing with the other.
- Reality and perception: How culture influences behaviour and communication.
- Linguistic, communicative and cultural competence perspectives.
- Multicultural markets, companies & teams as well as the skill of multiculturalism in the work place.

### NEGOCIATION WORKSHOP

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**DURATION:** 30 hours

#### OBJECTIVES

Increasing participants' awareness about negotiation. Providing theories for practitioners. Improving working relationships. Making better deals and contracts. Dealing efficiently with conflicts and differences.

## TOPICS

- The decision-maker as negotiator.
- Game theory, decision analysis, applied psychology.
- Positional bargaining/principled negotiation.
- Cooperation and competition.
- Integrative and distributive issues, Pareto optimality.
- Persuasion through empathy and assertiveness.
- Principal/agent tension.
- Reactive devaluation and biases.
- Conflict resolution, mediation and arbitration.
- Coalition building and multi-level negotiation.

## STRATEGY MANAGEMENT OF THE INTERNATIONALIZATION PROCESS

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**DURATION:** 30 hours

### OBJECTIVES

The world of the modern corporations is being transformed, the old order has started to change. World is becoming « borderless », as corporations are competing to be more and more global. Consolidation through mergers and acquisitions, strategic alliances, outsourcing and networks are becoming names of the game, be it the automobile, cement, telecom or the banking industry.

A study of the strategy of international firms (to begin with we define them as MNCs) encompasses any problem or opportunity, in the areas of finance, production, marketing, information technology, and human resource management. This course draws from both the external and internal environment and macro and micro economies of the firm. Hence it is both interdisciplinary and integrative.

### TOPICS

- What is the emerging international corporate scenario? What are the worldwide developments? What are the trends concerning globalization?
- How does one define MNCs? Who are the players in this emerging scenario? What international strategies do they follow?
- How do the MNCs manage themselves? How do they formulate their strategies?
- What do “organizational structures” mean for international firms? What are the advantages and disadvantages of using those structures in today’s hyper-competitive international arena?
- How does one conduct business in different geographic locations? How do firms deal with cross-cultural differences in countries they are operating?
- How does one manage Human Resource (such as recruitment, training, compensation, cross-cultural organizational development) internationally? What employment policies does one follow for host-country nationals, third-country nationals, third-country nationals and expatriates? Should they be similar or different?
- How does one balance between local autonomy and global coordination? How does one « manage change » in this globalization regime? What is the role of corporate restructuring/re-engineering/redesigning in emerging country perspective vs globalization?
- How does one business in emerging economies?
- Which are the countries in the International Spotlight? You be the international consultant!

## LOGISTICS SUPPLY CHAIN MANAGEMENT

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**DURATION:** 30 hours

### OBJECTIVES

The prime goal that all industrials are seeking to attain is to make the function of their organizations a competitive weapon through the realization of continuous improvement. While the achievement of this goal hinges on several managerial functions, logistics is considered to be the prime catalyst. Logistics is concerned with planning the procurement, operational and distribution philosophy of production systems by selecting and integrating the appropriate resources and defining the way in which they interact. It is also concerned with monitoring and controlling the resulting transformations. Products

thus result in a way that will satisfy the needs of the consumer and the goals of the organization. The responsibilities concerning logistics managers are by no means of a fixed nature. They are rather dynamic continuously involving the placement of essential changes that will ensure on going survival and growth for the organization.

- To cultivate vital issues facing the performance of logistics systems.
- To familiarize the participants with the tasks facing the logistics managers and to highlight the relationships that exist between the logistics decisions and the profit and loss of an organization.
- To address procurement, operational and distribution problems and to explore in details materials management considerations and their contribution to the performance of logistics systems.
- To provide a broad appreciation of the most up-to-date concepts and philosophies that will make the logistics capability a more competitive weapon.
- To provide the students with a platform upon which they will develop problem solving and decision making skills relating to the management of logistics.

## **STRATEGIC MANAGEMENT CONTROL**

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**DURATION:** 30 hours

### **OBJECTIVES**

Knowing and using the basic methods and tools of management control.

### **TOPICS**

- Processes of planning and control.
- Classical concepts and methods of management control (responsibility, controllability, responsibility centers, transfer prices, financial performance measurement).
- Strategic management control.
- Tableaux de bord and balanced scorecard.
- Management control limitations.

## **MARKETING SERVICES**

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**DURATION:** 15 hours

### **OBJECTIVES**

This course develops the main aspects of Marketing and Management principles in the field of services. The objective is to define services and the service mix through the analysis of cases in various industries: hospitality, computers, travel, cosmetics. Also to make students aware that a service is any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.

### **TOPICS**

- Service Overview: Presentation of the cases. Marketing and management in services. International issues.
- Service characteristics: The tangible – intangible continuum for goods and services.
- Marketing strategies for service firms: The service profits chain. Managing service quality.
- Marketing management: Managing differentiation. Managing productivity.
- A world service economy: Cross-cultural issues. International challenges.

## **EUROPEAN LOBBYING**

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**DURATION:** 15 hours

## **OBJECTIVES**

This course aims at understanding the political environment of the EU and how it can be effectively influenced by interest groups. It will provide a methodology for analyzing a public issue and a political context, and then detail the various political actions that a lobby can undertake at the EU-level. Comparisons will be made with other political contexts such as the USA and France.

Main objectives are: Learn how to monitor legal and political affairs at the EU-level. Learn how to analyze a political situation. Understand what political actions may be effective, depending on the context.

## **TOPICS**

- What are lobbying, governmental and public affairs?
- Why lobby the EU?
- Who lobbies the EU: the main interest groups present in Brussels?
- How to analyze a public issue and political environment? Including the « 4 Ps » of lobbying and the political mapping technique.
- How to lobby effectively: the formulation and implementation of a coherent political strategy.
- E-lobbying: its specificities, its complementarity with off-line lobbying.

## **COMPETITIVE INTELLIGENCE AND INFORMATIONAL RISKS MANAGEMENT**

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**DURATION:** 15 hours

### **OBJECTIVES**

Define the role of information in a business environment marked by intense competition between rival firms. Acquire Competitive Intelligence skills so companies can take advantage over their competitors. Understand how to detect and manage informational risks.

### **TOPICS**

- Competitive intelligence and informational risks management: Introduction to competitive intelligence (definition of competitive intelligence, open source intelligence and intelligence tools). From competitive intelligence to information warfare (definition of information warfare (IW), IW applied to the economic field). Informational risks management (what is information risks management).
- Human Intelligence and human network. Find informal information: Introduction to human network (definition, how to create, to conserve and a human network). Influence strategy; Information warfare and human influence to desinformation ( media's role).

## **PROJECT FINANCE**

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**DURATION:** 15 hours

### **OBJECTIVES**

This course aims to introduce students to the world of project finance and to give them the necessary basic knowledge with practical examples in specific fields of activity such as water plants, refineries, motorways, dams ,...

### **TOPICS**

- Project finance versus other kinds of structured finance.
- Main features and partners.
- Feasibility study and « business plan ».
- Risks and risk mitigation.
- Funding and project financial soundness.

## **INTERNATIONAL BUSINESS LAW**

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**DURATION:** 15 hours

### **OBJECTIVES**

The goals of this course are to develop the participant's ability to better operate within and between the world's major legal systems. Strengthen the participant's ability to better function within the world of international trade, including contracting for international goods and services and the resolution of international business disputes. To enhance the participant's ability to better operate the world of international investment, including the negotiation and structuring of joint venture and technology licensing agreements. To improve the participant's English language skills relating to the practice of international business law and management.

## **MANAGING INTERNATIONAL BUSINESS IN SOUTH AMERICA**

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**DURATION:** 15 hours

### **OBJECTIVES**

Présenter un panorama de la situation politique et économique de l'Amérique Latine en mettant l'accent sur :

- Les signes d'affaiblissement des processus intégrateurs : Mercosur, Pacte Andin.
- Le réveil du « populisme » et ses conséquences économiques : Hugo Chavez au Venezuela, Evo Morales en Bolivie.
- L'évolution de quelques pays-clés : réussites et blocages au Mexique, au Brésil, au Chili.
- Le risque-pays : les leçons à tirer des principales crises financières (Argentine) et/ou politiques (Colombie, Pérou).
- Le rôle des investissements étrangers et leur évolution dans le temps : USA, Espagne, croissance de la présence asiatique.

## **CONFERENCES**

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- The major contracts: Project methodology ; Water expertise ; Air ; Gas & petroleum.
- Marketing (experience at L'Oreal).
- Risk management.
- Ethics.