

Number of ECTS credits : 4

Course language : Anglais

Course leader : QUENTAL Camilla

Speakers : DEMETRIADES Elias

≡ COURSE DESCRIPTION

Change management is at the heart of any management consultancy. Studying how to introduce and manage change is as important as understanding how individual employees face and deal with change. In this module, students discuss current and classical views on change management. The aim is to equip students with the necessary tools to understand how change intertwine with any proposed recommendations in a given consulting project.

≡ COURSE OBJECTIVES

Identify change management theories
Apply theoretical frameworks to case examples
Select the appropriate change tool to support decision making
Anticipate risks associated with change in a consulting environment

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations
LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks
LG08 - Entrepreneurship and Innovation : Take the initiative for projects
LG12 - CSR : Take a decision from economic, social and environmental perspectives
LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

De Caluwé – ‘changing with colors’, Lewin’s 3 stages and force field analyse, Kotter – change in 8 steps, Kübler – Ross, 7 S’s Mckinsey model, evolutionary change, diagnosing change.

≡ LEARNING METHODS

Case studies, lectures, video clips, team activities and class participation

≡ ASSIGNMENTS

As defined by the lecturers

≡ BIBLIOGRAPHY

A list of articles will be provided by the lectures

≡ EVALUATION METHODS

50 % : Final exam I- Elias DEMETRIADES
50 % : Continuous assessment - Elias DEMETRIADES

≡ SESSIONS

1 Introduction to change management

LECTURE : 03h00

2 Change Management Theories and Methods

LECTURE : 03h00

3

The operational aspects of change management

LECTURE : 03h00

4

The soft side of Change Management

LECTURE : 03h00

5

Leadership and culture change

LECTURE : 03h00

6

Individuals facing change

LECTURE : 03h00

7

Perceptions of change and motivation to change

LECTURE : 03h00

8

Adaptation to change

LECTURE : 03h00

9

Resistance to change

LECTURE : 03h00

10

Changing is learning

LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : QUENTAL Camilla

Speakers : ALLIOT Yves , AZEVEDO Guilherme

≡ COURSE DESCRIPTION

The purpose of this module is to equip future consultants with the new realities in international business. Because many issues in international business are complex, they necessitate exploration of pros and cons of economic theories, government policies, business strategies, organizational structures, etc. Further, consulting and managing across borders requires a rigorous understanding of cultural differences. This module focuses on managerial implications of each topic on the actual practice of international business.

≡ COURSE OBJECTIVES

Understand and analyse the complexity of international business environment

Analyse the underlying patterns, motivations for and modes of international trade and investment

Assess international business opportunities and the implications of choices offered to clients

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG06 - Action : Communicate in a foreign language in a professional context

LG10 - CSR : Identify and understand stakeholder interests

LG13 - Cooperation : Communicate and interact

LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

International competition, International strategy, Globalization, National Business Systems, Entry mode choices, Nonmarket strategies, porter's diamond, CAGE, AAA, Tropenaaars cultural dimensions, Hofstede framework

≡ LEARNING METHODS

Case studies, lectures, team activities and class participation

≡ ASSIGNMENTS

As defined by the lecturers

≡ BIBLIOGRAPHY

International Business – Strategy, Management and the New Realities by Cavusgil, Knight & Riesenberger – International Edition (2008). Case Studies and articles will be distributed before each session.

≡ EVALUATION METHODS

30 % : Continuous assessment - Yves ALLIOT

56 % : Final exam - Guilherme AZEVEDO

14 % : Continuous assessment - Guilherme AZEVEDO

≡ SESSIONS

1

Introduction; why globalisation?

LECTURE : 03h00

2

Local and global business systems

LECTURE : 03h00

3**country attractiveness and entry modes**LECTURE : 03h00

4**nonmarket strategies**LECTURE : 03h00

5**emerging economies**LECTURE : 03h00

6**Introduction to intercultural management**LECTURE : 03h00

The convergence theory; culture and competitiveness; stereotyping; cultural relativity; concurrent conceptualizations of culture; levels of cultures; cultural dimensions

7**Spheres of culture**LECTURE : 03h00

Spheres of culture; the notion of national organizational; cultural issues and internationalization of HRM

8**Acculturation and multiculturalism**LECTURE : 03h00

The international manager, acculturation processes; expatriation/ repatriation; multiculturalism; managing diversity and multicultural teams

9**Internationalization and globalism**LECTURE : 03h00

Internationalization and strategic mindsets; globalism; cosmopolitanism

10**Ethical implications of cultural management**LECTURE : 03h00

Ethical implications of cultural management; promises and possibilities of renewed global cultures

Number of ECTS credits : 4

Course language : Anglais

Course leader : QUENTAL Camilla

Speakers : EL AMRANI REDOUANE , POTIRON Maxime

≡ COURSE DESCRIPTION

The purpose of this module is to examine the theoretical and practical issues within the IT and management consulting industry. It demonstrates how the fast-moving world of information and communications technology (ICT) creates ongoing challenges for CEOs and CIOs. It considers the relationship between business models and IT in achieving corporate objectives, and the role of the IT consultant in this process.

≡ COURSE OBJECTIVES

Analyse competitive advantage of IS
Identify and recommend a technological competency
Assess the benefits and barriers of big data to society and organisations

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations
LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks
LG07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer
LG10 - CSR : Identify and understand stakeholder interests
LG14 - Cooperation : Work effectively in a team

≡ TACKLED CONCEPTS

Big Data, Best practices, CIO, Cloud computing, Community of practices, Codification, Information overload, Innovation, IT project, Knowledge Management, Learning Mix Model, Personalisation, SECI Model

≡ LEARNING METHODS

Case studies, lectures, group work and presentation

≡ ASSIGNMENTS

There will be assigned case studies and prepare team presentations for class discussion. Students are expected to present their recommendations in a simulated management and IT consultancy environment, where presentation skills are equally important as the content of the presentation

≡ BIBLIOGRAPHY

A list of articles will be provided by the lectures

≡ EVALUATION METHODS

14 % : Continuous assessment - Redouane EL AMRANI
15 % : Continuous assessment - CAPGEMINI
56 % : Final exam - Redouane EL AMRANI
15 % : Continuous assessment - Maxime POTIRON

≡ SESSIONS

1 The Development of the IT and Management Consulting Industry LECTURE : 03h00

2 The role of the Chief Information Officer LECTURE : 03h00

3 **The Challenge of Cloud Computing**

LECTURE : 03h00

4 **The IT Consulting Business Models**

LECTURE : 03h00

5 **Developing Consulting Talent**

LECTURE : 03h00

6 **Introduction to Digital Transformation**

LECTURE : 03h00

7 **Customer Experience (CEX)**

LECTURE : 03h00

8 **Digital Operations (OPEX)**

LECTURE : 03h00

9 **Digital IT (CIO)**

LECTURE : 03h00

10 **The future of digitization**

LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : QUENTAL Camilla

Speakers : BUI Dominique , IDRISSI Achraf , LIBEROS Mathilde , PERIAC ELVIRA , RAYMOND Jean-Baptiste , VANNESTE Sylvain

≡ COURSE DESCRIPTION

This module introduces project management principles. We use the expertise of practicing consultants to illustrate the process of consulting projects by drawing on current and past actual consulting projects.

≡ COURSE OBJECTIVES

Define the different stage in a consulting project
Understanding, involving and influencing stakeholders
Actively taking steps to move projects forward

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG04 - Action : Make proposals, take initiatives

LG09 - Entrepreneurship and Innovation : Develop innovative solutions and test them

LG10 - CSR : Identify and understand stakeholder interests

LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

Project management, stakeholders, consulting projects, lean management, process mapping, digital transformation

≡ LEARNING METHODS

Case studies, lectures, group work and presentation

≡ ASSIGNMENTS

As defined by the lecturers

≡ BIBLIOGRAPHY

Recommended reading: Project Management Institute (2013) A Guide to the Project Management Body of Knowledge 5th ed.

≡ EVALUATION METHODS

25 % : Continuous assessment Group 1 - Dominique BUI

25 % : Final exam - Elvira PERIAC

25 % : Continuous assessment - Elvira PERIAC

25 % : Final exam Group 1 - Dominique BUI

25 % : Final exam Groupe 2 - KPMG

25 % : Continuous assessment Group 2 - KPMG

≡ SESSIONS

1 Introduction to Project Management

LECTURE : 03h00

2 The scoping phase

LECTURE : 03h00

3 **leading and managing a project**

LECTURE : 03h00

4 **The Steering Committee**

LECTURE : 03h00

5 **Process mapping and lean management**

LECTURE : 03h00

6 **Introduction to transformation and operational strategy**

LECTURE : 03h00

7 **Structuring the transformation Project**

LECTURE : 03h00

8 **The human factors in the transformation**

LECTURE : 03h00

9 **current IT solutions**

LECTURE : 03h00

10 **current IS solutions**

LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : QUENTAL Camilla

Speakers : BANAHAH Eoin , VENARD BERTRAND

≡ COURSE DESCRIPTION

Being a consultant requires a specific mind-set built on developing a strong relationship with the customers. Consulting is a demanding profession this module helps those new to consulting to get all the soft skills and the business attitude to carve out a successful career.

Soft skills are interpersonal qualities and abilities that everyone possesses. These skills define a person's ability to successfully interact with those around them. Soft skills assist people in excelling in all aspects of life, not just business. Oftentimes an employer will hire a person who has excellent soft skills even though they may lack specific job related talents because they see potential in the person. Fortunately, everyone can take advantage of the benefits of improved soft skills at any time through focus and training. This course aims to help students in better understanding the role of soft skills for themselves and others.

≡ COURSE OBJECTIVES

Explore the basic concepts and methods of approach to building high performance teams

Learn how to identify key characteristics and key success factors to building and motivating high performance teams in both co-located and distributed environments

Acquire practical methods to enable them to achieve success by leveraging the talents of those within the team

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG04 - Action : Make proposals, take initiatives

LG08 - Entrepreneurship and Innovation : Take the initiative for projects

LG10 - CSR : Identify and understand stakeholder interests

LG13 - Cooperation : Communicate and interact

≡ TACKLED CONCEPTS

Consulting, Competitive Advantage Entry phase, Generic Strategy, International Development, Initial meeting, Managing Team, Strategic Capabilities, Successful proposals, Team Effectiveness, Team Leadership, Team Performance, Virtual team

≡ LEARNING METHODS

case studies and group activities

≡ ASSIGNMENTS

As defined by the lecturers

≡ BIBLIOGRAPHY

Recommended readings Wickham, P. (2004). Management Consulting. USA : Prentice Hall. Brassard, M. and Ritter, D (2010) The memory jogger 2- tools for continuous improvement and effective planning. GOAL/QPC.

≡ EVALUATION METHODS

25 % : Continuous assessment - Bertrand VENARD

20 % : Continuous assessment - Eoin BANAHAH

25 % : Final exam - Bertrand VENARD

30 % : Final exam - Eoin BANAHAH

≡ SESSIONS

1	Context within which Virtual Teams operate LECTURE : 03h00 <hr/> Eoin BANAHAH
2	Team Leadership Styles LECTURE : 03h00 <hr/> Eoin BANAHAH
3	Managing Team Performance LECTURE : 03h00 <hr/> Eoin BANAHAH
4	Team Effectiveness LECTURE : 03h00 <hr/> Eoin BANAHAH
5	The Challenge of Virtual Teams LECTURE : 03h00 <hr/> Eoin BANAHAH
6	Introduction to consulting Proposals LECTURE : 03h00 <hr/> Bertrand VENARD
7	Case A : Paper & Co. LECTURE : 03h00 <hr/> Bertrand VENARD
8	Case B : Nine Dragons LECTURE : 03h00 <hr/> Bertrand VENARD
9	case C part 1 LECTURE : 03h00 <hr/> Bertrand VENARD
10	case C part 2 LECTURE : 03h00 <hr/> Bertrand VENARD

Number of ECTS credits : 4

Course language : Anglais

Course leader : QUENTAL Camilla

Speakers : BARDON THIBAUT , LEPAN Jonathan , MAHE Charles-Yves , VELTEN JAMESON Charles

≡ COURSE DESCRIPTION

This module adopts an experimental-learning approach to teach students how to deal with complex consultants' assignments. To do so, students will work on a real-time consulting project in teams of 5 or 6 under the guidance of faculty members and in contact with a client. This class is composed of three parts; each part corresponds to a "real-time" project in which students will be involved. Students will have to deal with complex business situations and are expected to dedicate considerable extra-work to meet deadlines as consultants do.

≡ COURSE OBJECTIVES

Identify the key issues of a project and of its management
Use various methodologies and tools to manage projects
Coordinate and communicate with the different stakeholders involved in a project

≡ LEARNING GOALS

LG01 - Analysis : Make use of critical analysis/critical thinking skills
LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks
LG07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer
LG10 - CSR : Identify and understand stakeholder interests
LG14 - Cooperation : Work effectively in a team

≡ TACKLED CONCEPTS

Communicating with and influencing stakeholders, Evaluating clients' needs and expectations, Managing projects, Meeting deadlines and milestones, Producing deliverables, Scoping and implementation.

≡ LEARNING METHODS

Online simulation, coaching sessions, experiential learning

≡ ASSIGNMENTS

As defined by the client

≡ BIBLIOGRAPHY

Recommended readings include: Kipping, M., Clark, T. (2012). The Oxford Handbook of Management Consulting. UK: Oxford University Press. Baaij, M. (2014) An Introduction to Management Consultancy. SAGE

≡ EVALUATION METHODS

12 % : Continuous assessment - WEAVE (Jonathan LEPAN et Charles VELTEN-JAMESON)
25 % : Continuous assessment - Thibaut BARDON
25 % : Final exam - Thibaut BARDON
13 % : Final exam - WEAVE (Jonathan LEPAN et Charles VELTEN-JAMESON)
13 % : Final exam - CGI Consulting (Charles-Yves MAHE)
12 % : Continuous assessment - CGI Consulting (Charles-Yves MAHE)

≡ SESSIONS

1

kick-start case competition

LECTURE : 03h00

2 **kick-start case competition- presentations**

LECTURE : 03h00

3 **Consulting project with an organisation**

LECTURE : 00h00

4 **CESIM Online business management simulation (part 1)**

LECTURE : 03h00

5 **CESIM Online business management simulation (part 2)**

LECTURE : 03h00

6 **CESIM Online business management simulation (part 3)**

LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : QUENTAL Camilla

Speakers : BOUNAN-HOUADJI Julie , CHABREL Vanessa , PERIAC ELVIRA , QUENTAL Camilla

≡ COURSE DESCRIPTION

Strategic and financial decisions are cornerstones in any organisation. This module provides students with the necessary tools and knowledge to drive strategic recommendations in the light of financial abilities and constraints of a given organisation.

≡ COURSE OBJECTIVES

Apply framework to conduct an industry/sector/market research
Identify the sources of profit available to the business

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG04 - Action : Make proposals, take initiatives

LG08 - Entrepreneurship and Innovation : Take the initiative for projects

LG12 - CSR : Take a decision from economic, social and environmental perspectives

LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

Business model; Business-strategy, Business valuation; Capital allocation; Corporate strategy, Financial statements; First-Mover Advantage; Investment decisions; Management Buy-Out; Mergers & acquisitions; Ratio analysis, Strategic Fit.

≡ LEARNING METHODS

Case studies, lectures, team activities and class participation

≡ ASSIGNMENTS

As defined by the lecturers

≡ BIBLIOGRAPHY

Contemporary Strategy Analysis" by Robert Grant – 8th Edition (2013) essential textbook + articles

≡ EVALUATION METHODS

20 % : Kick-Off Case - Elvira PERIAC / Camilla QUENTAL

50 % : Consulting Mission Group 2 - Camilla QUENTAL

30 % : Intermediate presentations Group 2 - Camilla QUENTAL

50 % : Consulting Mission Group 1 - Elvira PERIAC

30 % : Intermediate presentations Group 1 - Elvira PERIAC

≡ SESSIONS

1

International Business Strategy

LECTURE : 03h00

Tamim ELBASHA

2

Emerging Markets

LECTURE : 03h00

Tamim ELBASHA

3

Is strategy-making really possible? The burden of urgency, internal constraints and market forces

LECTURE : 03h00

Fabien QUINTARD

4

Changing strategic path: thinkers and doers

LECTURE : 03h00

Fabien QUINTARD

5

Introduction and a revision

LECTURE : 03h00

Magnus BLOMKVIST

6

Analysing financial performance

LECTURE : 03h00

Magnus BLOMKVIST

7

Investment decisions

LECTURE : 03h00

Magnus BLOMKVIST

8

Risk analysis in investment business decisions

LECTURE : 03h00

Magnus BLOMKVIST

9

Budgeting a consulting project

LECTURE : 03h00

Magnus BLOMKVIST