

Number of ECTS credits : 4

Course language : Anglais

Course leader : ALVAREZ LUIS

Speakers : ALVAREZ LUIS

≡ COURSE DESCRIPTION

Adhering to highest academic standards, **Audencia Business School** is proudly accredited by the Advance European Quality Improvement System (EQUIS), Collegiate Schools of Business (AACSB), and Association of MBAs. These accreditations reveal high quality of faculty and research methods and entail "continuous improvement" of our School and students.

Consequently, we are introducing this course to our students and business community worldwide. On the other hand, this managerial learning experience equips participants with the latest trends in Management Information System (MIS), Information Technology (IT), and Digital Business. Similarly, students are required to apply Ethical Thinking, Written and Oral Communication Skills, Qualitative and Quantitative Reasoning, and Business Management and Computing Knowledge. Similarly, in order to gain practical experience, students make use of state-of-the-art case studies featuring organizations such as United Parcel Service (UPS), Procter & Gamble, Amazon, IBM, and Cisco. Additionally, the course provides you with an introduction to the most recent knowledge in IT Fundamentals as highlighted by the Computing Technology Industry Association (CompTIA).

In summary, this outstanding course is designed to enable students with basic MIS, IT, and Digital Business knowledge required to implement corporate strategy. Students will learn about information systems in Global Business Today, Global E-Business and Collaboration, and Information Systems and IT Infrastructure & Emerging Technologies. Likewise, the course covers the fundamentals of Hardware and Operating Systems. Once you complete the course, students have the option to read further and seat for the worldwide-recognized CompTIA IT Fundamentals+ (ITF+) Exam.

≡ COURSE OBJECTIVES

- Define the four 'Eras' of Business computing
- Analyse how IT change has created new challenges for managers
- Evaluate how information systems can be used strategically by organizations
- Understand the importance of governance and compliance in IT
- Evaluate opportunities and threats from emerging technologies
- Influence IT stakeholders
- Lead strategic IT change

≡ 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

- Mainframe Computing
- Mini Computing
- Personal Computers
- The Internet
- Cloud computing
- Software-as-a-service
- Governance and compliance
- Strategic Planning and IT
- Global ICT Outsourcing
- Big Data

≡ LEARNING METHODS

Lectures, case studies, videos, teamworking, exercises and assignments

≡ ASSIGNMENTS

Students will work individually and in teams. They will be assigned case studies and prepare team presentations for class discussion. Students will be given a range of case studies where they will develop analytical skills for understanding complex business and IT issues. Students are expected not simply to describe the material in the case studies, but to analyse and present recommendations to the class. All students are expected to participate in these sessions.

≡ BIBLIOGRAPHY

Resources Recommended

PREPARING A CASE STUDY:

A Guide for Designing and Conducting a Case Study for Evaluation Input

By Palena Neale, Shyam Thapa, and Carolyn Boyce

© 2006 by Pathfinder International

Management Information Systems: *Managing the Digital Firm*, 13th Edition ●

By Kenneth Laudon and Jane Laudon

ISBN: 978-0-13-305069-1

© 2014 by Pearson Education

CompTIA IT Fundamentals+ (ITF+) Study Guide: Exam FC0-U61, Second Edition ●●

By Quentin Docter

ISBN: 978-1-119-51312-4

© 2018 by John Wiley & Sons, Inc.

≡ EVALUATION METHODS

50 % : Final exam FIST

50 % : Continuous assessment FIST

≡ SESSIONS

1 Introduction to MDBIT - Four Eras of business Computing

LECTURE : 03h00

2 From the dot.com boom to Cloud Computing

LECTURE : 03h00

3 Models and Frameworks

LECTURE : 03h00

4 Strategic Planning for IS/IT

LECTURE : 03h00

5 Competitive Advantage

LECTURE : 03h00

6 On line

LECTURE : 03h00

7

Strategy and the Internet

LECTURE : 03h00

8

Does IT Matter ?

LECTURE : 03h00

9

On line

LECTURE : 03h00

10

Team Presentations

LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : LE DU Anne-Christine

Speakers : EDOUARD Yann , LE DU Anne-Christine , LEPETIT Quentin , PALLARD Emmanuel , POCHER Aurélie

≡ COURSE DESCRIPTION

This Module examines 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 'C' Level management (e.g. Chief Information Officers). 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

Identify and define consulting 'problem'
Decide appropriate methods and tools used for analysis
Organise and divide team roles and responsibilities
Implement academic and professional knowledge
Influence stakeholders
Recommend consulting solutions to the client

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations
LG04 - Action : Make proposals, take initiatives
LG10 - CSR : Identify and understand stakeholder interests
LG14 - Cooperation : Work effectively in a team
LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

'C' Level interaction across business functions and with external suppliers
Senior Relationship Management
Cloud Computing
Mobile Health
Financial Services Regulation
Electronic Health
Governance, Risk and Compliance
Best practice
IT Evaluation
IT Audit

≡ LEARNING METHODS

Lectures, case studies, interactive games and exercises

≡ ASSIGNMENTS

Students will work individually and in teams. They 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. Students are expected not simply to describe the material in the case studies, but to analyse and present recommendations to the class. All students are expected to participate in these sessions.

≡ BIBLIOGRAPHY

A list of articles will be provided by the lecturer

≡ EVALUATION METHODS

50 % : Continuous assessment and Project

50 % : Exam

≡ SESSIONS

1 The International Information Systems Consulting Industry

LECTURE : 03h00

2 Guest Speaker – Charles Mahe

LECTURE : 03h00

3 Changing Business Models in Information Technology and Consulting

LECTURE : 03h00

4 Developing a Consulting Project

LECTURE : 03h00

5 Work on Consultancy Project

LECTURE : 03h00

On line

6 Consulting in the Commercial Sector: Financial Services – Jonathan Seddon

LECTURE : 03h00

7 Work on Consultancy Project

LECTURE : 03h00

On line

8 Consulting in the Not-for-Profit Sector: Public Health

LECTURE : 03h00

9 Healthcare: The Regulatory Framework

LECTURE : 03h00

10 Team Consultancy Project Reports

LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : ALVAREZ LUIS

Speakers : ALVAREZ LUIS , MAHE Charles-Yves

≡ COURSE DESCRIPTION

The recent move from being “technology-focused” to a “strategic business-focus” drives organizational transformations. Participants should gain understanding of the dynamics between IS strategy, Business strategy and Organizational processes. Planning for design, development and implementation of Information Systems today, will hence require to consider the digital nature of the business. This module will address how IS Strategy and Planning has moved from being “cost-focused” (intra-organizational view) to being a “value-added-activity” (inter-organizational view). Concepts like value chain, strategic alignment and organizational transformations are being critically analyzed in order to assess the contemporary firm’s capabilities and challenges.

≡ COURSE OBJECTIVES

Define IS/IT strategy
Analyze competitive advantages of IS/IT
Identify organizational and technological capabilities
Define and propose strategic choices
Decide and plan for Strategic Information Systems (SIS)

≡ 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
LG10 - CSR : Identify and understand stakeholder interests
LG14 - Cooperation : Work effectively in a team

≡ TACKLED CONCEPTS

IS/IT strategy
IS/IT and Business Strategy
Strategic IS/IT planning
Organizational and Technological capabilities
Exploitation Vs Exploration strategies
Institutionalization of IS/IT
Organizational transformation (OT)
Strategic Information Systems Planning Methodology

≡ LEARNING METHODS

Blended learning approach. In-class sessions will mix lecture, and case study teamwork. On-line sessions will require participants to work individually, analyze content and build problem-solving skills.

≡ ASSIGNMENTS

Each on-line session is an opportunity to learn more, to discuss specific themes and questions, as well as propose a solution framework for a given context. Participants contributions are being evaluated.

≡ BIBLIOGRAPHY

A list of articles will be provided by the lecturer

≡ EVALUATION METHODS

50 % : Continous assessment
50 % : Exam

≡ SESSIONS

1

Introduction: What is IS/IT strategy ?

LECTURE : 03h00

2

Industry impact of IS/IT strategy

LECTURE : 03h00

3

Strategic alignment models: benefits and limits

LECTURE : 03h00

4

Exploitation vs exploration strategies

LECTURE : 03h00

5

Design and develop a Strategic Information System (SIS)

LECTURE : 03h00

6

Assess organizational and technological capabilities

LECTURE : 03h00

On line

7

Paradoxal effects of business routines and strategic awareness

LECTURE : 03h00

8

Organizational transformation

LECTURE : 03h00

9

Strategic Information Systems Planning Methodologies

LECTURE : 03h00

10

Conclusion: A roadmap for assessing and developing a SIS

LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : LE DU Anne-Christine

Speakers : ABOUDAMIR Outhmane , CHENOUARD Raphael , DA CUNHA Catherine , GOUASMIA Sophiane , LE DU Anne-Christine , MARCK Yves , SALLAHI Rim , SURWILLO Andréa

≡ COURSE DESCRIPTION

This module aim to provide an overview of enterprise software solutions (ERP, CRM, SRM, SCM...), and typical Enterprise Architectures (centralized Vs decentralized, Service-Oriented-Architectures, Software-As-A-Service...). Participants should gain understanding of the contextual conditions under which each solution would be appropriate, as well as the technological enterprise architecture that could enable effective and efficient adoption and use. This module is an opportunity for the participants to meet with key actors in the IS/IT business (software editors, integrators, business consultants and solution architects). The overall objective is to develop functional analytical skills, but participants will also be given some hands-on experience, as well as an introduction to both pre-sales and post-sales consultants' role and responsibilities.

≡ COURSE OBJECTIVES

Analyse business and industry context. Understand business needs and identify appropriate applications. Develop functional analyst competencies (interface role between technology and business). Develop technical skills (IT lab) and soft skills necessary in the sales cycle (Proof-of-Concept – PoC).

≡ LEARNING GOALS

LG03 - Analysis : Use cross-disciplinary approaches

LG04 - Action : Make proposals, take initiatives

LG10 - CSR : Identify and understand stakeholder interests

LG14 - Cooperation : Work effectively in a team

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

≡ TACKLED CONCEPTS

Business Information Systems

Enterprise Architectures

Vertical solutions (industry templates)

ERP/MRP/SCM/CRM/SRM

Modelization and configuration

Proof-of-concept (IS prototype)

≡ LEARNING METHODS

Lectures, professional return on experience (ROX) and hands-on exercises (lab sessions).

≡ ASSIGNMENTS

Participants will work in a project team, simulating the “proof-of-concept” phase of an ERP solution. Teams are required to present their work and run a demonstration of their prototype at the last session.

≡ BIBLIOGRAPHY

A list of articles will be provided by the lecturer

≡ EVALUATION METHODS

50 % : Ecole Centrale - livrable

50 % : Case study DELOITTE

≡ SESSIONS

1 **Introduction: Global footprint - Business Information Systems overview**
LECTURE : 03h00

2 **Enterprise architectures and vertical solutions**
LECTURE : 03h00

Testimony: Pre-Sales Business development Manager (SAP)

3 **Middle market vertical solution**
LECTURE : 03h00

Testimony: Enterprise Architect (Microsoft)

4 **Testimony: Director e-business projects/ Solution Architect (Oracle)**
LECTURE : 03h00

5 **ERP hands-on 1/4 - introduction to modeling**
LECTURE : 03h00

6 **ERP hands-on 2/4 - configuration basics**
LECTURE : 03h00

7 **ERP hands-on 3/4 - configuration advanced**
LECTURE : 03h00

8 **ERP hands-on 4/4- configuration advanced**
LECTURE : 03h00

9 **Testimony: Post-Sales Consultant (Responsibilities, challenges, project experiences...)**
LECTURE : 03h00

10 **Proof-of-concept**
LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : ALVAREZ LUIS

Speakers : RONTEAU Sebastien

≡ COURSE DESCRIPTION

Organizations are challenged by digital trends and opportunities, evolving customer demand and expectations, globalized competition, and hence an on-going need for revising their Business models. This module will focus on specificities of digital business models. A business model is not the strategy of the company, but should rather support the strategy. This module will introduce participants to a theoretical framework to assess characteristics of digital business models, permitting to define and develop business on digital opportunities. Illustrations, through the usage of case studies and professional return on experience, will then help participants to analyze different digital business models that have been successful in driving and creating corporate value, stakeholders commitment, and customer satisfaction, through an efficient Management of Information Systems (MIS). Thus, the core question is rather how MIS can be leveraged in different business models in order to ensure both value creation and sustainability.

≡ COURSE OBJECTIVES

Define a business model in a digital context
Analyze value propositions and different value chains
Design digital platforms business models
Evaluate high-velocity business models in digital environment

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations
LG06 - Action : Communicate in a foreign language in a professional context
LG08 - Entrepreneurship and Innovation : Take the initiative for projects
LG10 - CSR : Identify and understand stakeholder interests
LG14 - Cooperation : Work effectively in a team

≡ TACKLED CONCEPTS

Business models
Digital Platforms
Digital Merchants
Sharing Economy
Freemium BM
Social Networks BM

≡ LEARNING METHODS

Lectures, case studies, professional return on experiences (ROX)

≡ ASSIGNMENTS

For each session, key readings will be assigned to participants. Each session will start with a collective restitution based on individual participation that will be assessed.

Participants will work in teams on different case studies of their choice. A Prospective strategic report will be assessed on those case studies.

≡ BIBLIOGRAPHY

A list of articles will be provided by the lecturer

≡ EVALUATION METHODS

40 % : Collective assignments
60 % : Final Exam

1

Introduction to digital businesses from a strategic point of view

LECTURE : 03h00

The focus of this session will be to familiarise students with the key characteristics behind digital business models:

- key value drivers behind a digital business
- key dimensions of a digital business model
- Typologies of Digital businesses

2

Digital Platform Issues

LECTURE : 03h00

Assessing the economics/strategies/marketing of Digital Platforms - Economics behind Digital Platforms

- Key drivers of Digital Platforms
- Dynamics of Value Networks
- Launching a Digital Platform?

3

Digital Merchants: resellers vs marketplaces

LECTURE : 06h00

Economics behind e-commerce

- etailers vs marketplaces
- Danger zone: commoditization
- New trends

4

Free-Based Business Models

LECTURE : 03h00

Typology of free-based BM

Economics behind freemium

- Different strategies behind freemium BM Strategic

marketing issues of freemium BM

5

Subscription-based Business Models

LECTURE : 03h00

- Trends & Insights
- Characteristics of Value Proposition
- Characteristics of Value Architecture
- Characteristics of Value Capture
 - SAAS Key Metrics

6

Workshop: decrypting Key Examples

LECTURE : 03h00

Comparing existing players adopting subscription or free-based Business Models

7

The sharing Economy: Disrupting in a Digital Landscape

LECTURE : 03h00

Basics of the Sharing Economy

- Decrypting AIRBNB success
- Issues and trends on disruption in a digital landscape

8**From Community-based BM to Social Networks BM**LECTURE : 03h00

Crowd vs Community

- Should every Digital Business be social?
 - Social Networks Business Issues
 - Managing Digital Transformations
-

9**Analyzing the App Economy**LECTURE : 03h00

Challenging concepts on a final case study: the App Economy

Number of ECTS credits : 4

Course language : Anglais

Course leader : ALVAREZ LUIS

Speakers : BANAHAHAN Eoin

≡ COURSE DESCRIPTION

This Module examines the theory and practice of business transformation and change. It considers current perspectives and classic ideas from academia and practice. It considers how industries, market, management practices and capabilities and skills have changed, using case studies across a range of commercial and not-for-profit sectors. It analyses the societal, market and technical conditions which lead to managing change in organizations. It considers the reasons underpinning disruptive change and how firms need to develop balanced teams of skills and expertise for program and project management.

≡ COURSE OBJECTIVES

Use appropriate tools in decisions making
Assess risks and implication of decisions
Define and propose strategic choices
Implement academic and professional knowledge
Influence stakeholders
Bring change and innovation within the company

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations
LG04 - Action : Make proposals, take initiatives
LG10 - CSR : Identify and understand stakeholder interests
LG14 - Cooperation : Work effectively in a team
LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

Tactical and strategic change
Culture change
Decision making
Diagnosing change
Dialectical Models
Enquiry action framework
Evolutionary change
Incremental change
Metaphorical analysis
Stakeholder analysis
Stakeholder mapping
Structural change

≡ LEARNING METHODS

Lectures, case studies, videos, teamworking, exercises and assignments

≡ ASSIGNMENTS

Students will work individually and in teams. They 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. Students are expected not simply to describe the material in the case studies, but to analyse and present recommendations to the class. All students are expected to participate in these sessions.

≡ BIBLIOGRAPHY

Nic Beech and Robert Macintosh (2012) Managing Change: Enquiry and Action, Cambridge University Press

≡ EVALUATION METHODS

40 % : Continuous Assessment

60 % : Final exam

≡ SESSIONS

1 Introduction to Managing Change

LECTURE : 03h00

2 Theories, Concepts and Ideas – Eoin Banahan

LECTURE : 03h00

3 Disruptive Change - Eoin Banahan

LECTURE : 03h00

4 Strategic Leadership and Management - Eoin Banahan

LECTURE : 03h00

5 Change Management Programs and Projects - Eoin Banahan

LECTURE : 03h00

6 Stakeholder Analysis - Eoin Banahan

LECTURE : 03h00

7 Managing Teams - Eoin Banahan

LECTURE : 03h00

8 Resistance to Change

LECTURE : 03h00

9 Team Presentations

LECTURE : 03h00

10 Reports

LECTURE : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : ALVAREZ LUIS

Speakers : BENABDELJALIL Youssef , BUREAU Cédric , FORNER Matthieu , GEFFARD Anne Cécile , LESPY-LABAYLETTE Cécile , LUCAS Romain , VILLE Remy

≡ COURSE DESCRIPTION

Digital business
Technological determinism
Business transformation
Innovation and change

≡ COURSE OBJECTIVES

Identify and define terminology of digital business and big data
Assess the market growth and business opportunity
Analyse case study material, including academic and practitioner reports
Identify and evaluate the impact of digital business
Analyse benefits and barriers of 'big data' to society, organizations and individuals
Big data
Data analytics
Next generation technologies
Business sustainability

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations
LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks
LG10 - CSR : Identify and understand stakeholder interests
LG14 - Cooperation : Work effectively in a team
LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

This Module looks at the growth in digital business. It focuses on business models which transform existing companies from manual processes to digital processes. Examples are provided across a range of industry (energy, transportation, banking, insurance...). The emerging topic of 'big data' is examined in terms of market growth, business opportunity and practical, case study examples. Students will work individually and in teams. They will be assigned case studies and prepare team presentations for class discussion.

≡ LEARNING METHODS

Lectures, case studies, videos, testimonies and return on experience (RoX) of field Consultants and Project Managers.

≡ ASSIGNMENTS

Students are expected to present their recommendations on various aspects of developing digital business and using big data. As with all new concepts and ideas, there are no simple answers or solutions to how organizations can exploit digital business and big data. Students therefore need to think creatively and imaginatively which extends beyond simply describing the material in the case studies, but also to providing detailed analysis. All students are expected to participate in these sessions.

≡ BIBLIOGRAPHY

A list of articles will be provided by the lecturer

≡ EVALUATION METHODS

100 % : Wavestone - Project Report Digital Business and Big Data

≡ SESSIONS

1 Introduction to Digital Business: different industry sectors

LECTURE : 03h00

2 Digital business transformation

LECTURE : 03h00

3 Business process transformation

LECTURE : 03h00

4 Mobility and business transformation

LECTURE : 03h00

5 Innovation in Digital business

LECTURE : 03h00

6 Social Media strategy: How and Why ?

LECTURE : 03h00

7 Cloud and introduction to Big Data

LECTURE : 03h00

8 Big Data and Data Analysis

LECTURE : 03h00

9 Focus: Smart Energy

LECTURE : 03h00

10 Smart Energy: analysis and recommendations

LECTURE : 03h00
