

NEOMA

BUSINESS SCHOOL

COURSE CATALOGUE

Master in Management (Programme Grande Ecole)

Double-degree Programme

2019 - 2020

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PROGRAMME STRUCTURE

The Master in Management double-degree Programme runs over a full academic year and is comprised of core courses, an 11-course specialization and a seminar paper.

It may be followed by a 24-week, 2 ECTS credits internship to be completed between the month of May and the month of December, if you choose the “Internship option” (see details below).

Please, bear in mind that the following specializations are offered on one campus only :

- Cultural and Creative Industries: Rouen campus only
- Financial Markets: Rouen campus only
- Human Resource & Consulting: Reims campus only
- Luxury Marketing: Reims campus only
- Real Estate and Wealth Management: Reims campus only
- Supply Chain Management and Purchasing: Rouen campus only

NEOMA DOUBLE-DEGREE SCHEME - MASTER IN MANAGEMENT (PROGRAMME GRANDE ECOLE)

Curriculum with an internship

Research Methodology	2
Leadership Seminar	2
Individual Trajectory	2
Final Simulation	4

Specialisation

11 courses	44
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Seminar Paper	4
Internship	2

60

Curriculum without an internship

Research Methodology	2
Leadership Seminar	2
Individual Trajectory	2
Final Simulation	4

Specialisation

11 courses	44
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Seminar Paper	4
French or other language	2

60

SPECIALIZATIONS

ACCOUNTING, AUDITING AND ADVISORY

Program leader

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Main teaching language

Français / French

Anglais / English

Presentation

The “**Accounting, Auditing & Advisory**” specialization aims at preparing students to various careers in accounting and finance with a focus on how to “**building quality financial practices into the organization through decision support, planning, and control over the organization’s value-creating operations.**”

Beyond advanced skills in accounting and financial management such as financial planning, analysis, control, and decision support, the purpose of this specialization is to prepare future management accountants / controllers for the key challenges of the organizations of tomorrow:

- Strategic thinking with or beyond the numbers;
- Deployment and control of the value creation processes that meets the expectations of a multiplicity of stakeholders (including an ever greater societal awareness);
- Support of the disruptive evolution of organizations in the use of new technologies (data & analytics, AI, etc.).

The AAA specialization is designed with the objective of being **CMA® (Certified Management Accountant)** designated.

CMA® is a globally recognized professional certification in management accounting that gives visibility to this specialization.

The students who follow the AAA specialization can chose to take the CMA exam in order to get the certification. Passing this exam will bring more value to the student when she (he) comes to the market because “*the CMA® program recognizes the unique proficiencies required for success in this challenging profession [management accountants / controllers].*”

On CMA® exam:

“The Institute of Certified Management Accountants (ICMA®) regularly reviews the content of the Certified Management Accountant (CMA®) exam to ensure that current topics are appropriately updated and relevant to business practice. Connectivity of a practical Body of Knowledge to the workplace is important. The CMA exam aligns with the knowledge, skills and abilities that an accountant or finance professional in business uses on the job today – financial planning, analysis, control, and decision support. These skills are critical to the success of finance teams.

The CMA program has been designed to meet the evolving needs of business – today and tomorrow. We look forward to helping you achieve excellence as a professional. Certification will confirm your proficiency in your chosen field and your dedication to personal and professional growth.”

CMA Handbook

To be as close as possible to the needs of the market, on some topics, the AAA specialization is designed in co-construction with recognized professionals such as audit firms or consulting companies.

Learning objectives

In terms of knowledge and skills, students will acquire at the end of the program:

- Strong skills in management accounting based on strong knowledge bases in financial accounting and finance;
- A strong understanding of strategic thinking and how to support strategic management;
- A strong understanding of the challenges of tomorrow's organizations (how to accompany major and sometimes disruptive changes).

Pedagogical Methods

“Active teaching”: a relevant combination of theoretical content, practical cases and case studies / simulations co-organized with partners.

Required qualities

Students who wish to follow this specialization should demonstrate:

- A strong knowledge base in accounting and corporate finance;
- Analytical and synthesis capabilities;
- A strong motivation to make this program a unique opportunity to increase their value in the market;
- An ability to push the boundaries to overcome existing models;
- A natural curiosity to imagine the organizations of tomorrow

Prerequisite electives

- IFRS introduction

Courses

1. INTRODUCTION TO FINANCIAL REPORTING (AAA1) - 30 hours

The objective of this course is to enhance students' knowledge and understanding of the International Financial Reporting Standards (IFRS) and to improve their ability to apply IFRS for financial reporting. In addition, this course will provide students with a fundamental understanding of the basic principles for preparing consolidated financial statements. Throughout the course, students will use various practical issues with regard to recording business transactions and preparing financial reports from a global/international perspective. If the courses focuses on IFRS principles, key differences between IFRS and US GAAP will be highlighted.

Key topics

- Financial reporting Environment;
- Conceptual framework;
- Review of the accounting process (Accounting equation, process of preparation of financial statements, principles of recording transaction in journals ledgers, balance, post-closing trial balance, etc.);
- The statement of financial position and financial disclosures;
- The income statement;
- The statement of cash flows, the changes in equity statement;
- Property, plant, and equipment;
- Impairment of assets;
- Scope and consolidation process;
- Consolidation Techniques and Procedures.

2. ADVANCED MANAGEMENT ACCOUNTING (AAA2) - 30 hours - CMA®

This course consists of two parts – cost management and decision analysis. The first part focuses on the process of determining how much it costs to produce a product. Topics covered include several types of cost

accumulation, cost measurement and cost allocation systems as well as sources of operational efficiency and business process performance for a firm. An important concept in the section that deals with business process performance is the concept of competitive advantage, how a firm can attain it. Secondly, any job in management or planning entails decision-making. The goal of decision-making is to maximize the benefits and/or reduce the costs to the company by selecting the best option from among the available options.

This course will prepare students wishing to sit the CMA exams for “Cost Management” (Part 1-D.) and “Decision Analysis” (Part 2-C.).

Key topics

- **Cost management**
 - Process Costing;
 - Job Order Costing;
 - Cost Allocation and Activity-based Costing;
 - Life-cycle Costing;
 - Joint Product and By-product Costing;
 - Variable and Absorption Costing;
 - Estimating Fixed and Variable Costs;
 - Supply Chain Management.

- **Decision analysis**
 - Cost-volume-profit analysis (or breakeven analysis);
 - Marginal analysis;
 - Pricing.

3. PLANNING, BUDGETING AND FORECASTING (AAA3) – 30 hours - CMA®

As prerequisites, students have to master the main issues in financial accounting. The purpose of this course is to show how budgets help companies to increase their level of performance. In order to become a win-to-win course, this process of forecasts has to be understood by students (as it is by companies) as a learning machine. To work out a department budget, and to improve forecasts, require to know accurately the causation between means and outputs.

The three steps of the process (strategic plan, budgets and analysis of the achievements) will be studied, highlighting some topics that are usually left in the dark such as capital budget, supporting budget schedules or constrained optimization.

This course will prepare students wishing to sit the CMA exams for “Planning, Budgeting and Forecasting” (Part 2-C.).

Key topics

- **From strategy to budgets**
 - Different steps of long term planning;

- Budgeting process (types of budgets, main actors...);
- Stocks budgets.
- **Operating budgets**
 - Revenues budget (Ordinary least squares);
 - Production budget (efficient time, constrained optimization);
 - Procurement budgets (Wilson Economic Order Quantity formula);
 - Support services budgets;
 - Activity based budgeting;
 - Project budgeting;
 - Flexible budgeting.
- **Financial budgets**
 - Capital budget;
 - Budgeted income statement;
 - Cash budget;
 - Budgeted balance sheet;
 - Budgeted statement of cash flows.

4. EXTERNAL FINANCIAL REPORTING DECISIONS (AAA4) - 30 hours - CMA®

This course builds on the principles introduced in AAA1 and focuses on more advanced financial accounting topics. Students will gain an understanding of how the requirements of international (IFRS) and US standards lead to transparent and comparable financial information. The standards cover how business transactions, and assets and liabilities are recognized, derecognized and measured in financial statements and how companies are required to communicate relevant information about these matters in corporate reports. Students will use the information presented in companies' financial statements to develop an understanding of key accounting policies. By considering a range of practical examples, they will begin to learn how the exercise of judgement about accounting policy choices affects the results and financial position that a company reports.

While the course assumes a good understanding of fundamental accounting techniques, in all cases, the accounting underpinning the relevant areas will be explained as necessary.

In conjunction with course AAA1, this course will prepare students wishing to sit the CMA exams for "External Financial Reporting Decisions" (Part 1-A.).

Key topics

- Revenue from contracts with customers;

- Leasing transactions;
- Tax;
- Inventories and construction contracts;
- Intangible assets;
- Investments;
- Liabilities and equity, and equity transactions.

5. MANAGING FINANCIAL DECISIONS (AAA5) - 30 hours - CMA®

The purpose of this course is to understand the long-term financial and investment decisions.

- a) We will go through the question of investment, with the capital budgeting and the working capital;
- b) The course will also cover the financial decisions, through the capital structure and the raise of capital;
- c) We will address the return on capital, through cost of capital and cash-flow analysis;
- d) The course will approach some notion of risk linked to the financial decisions.

In conjunction with other courses in the AAA specialization, this course will prepare students wishing to sit the CMA exam for “Corporate Finance” (Part 2-B.) and “Investment Decisions” (Part 2-E.).

Key topics

- Risk and return;
- Long-term financial decisions and capital structure (cost of capital, raising capital, dividend policy...);
- Working capital management;
- Corporate restructuring (mergers and acquisition, bankruptcy...);
- Capital budgeting;
- Cash-Flow analysis;
- Risk analysis in capital investment.

6. RISK MANAGEMENT AND INTERNAL CONTROLS (AAA6) - 30 hours - CMA®

This course consists of two parts – Enterprise risk management and Internal controls. Enterprise Risk Management can be defined as “a structured and disciplined approach: It aligns strategy, processes, technology, and knowledge with the purpose of evaluating and managing the uncertainties the enterprise faces as it creates value.” It is a truly holistic, integrated, forward-looking, and process-oriented approach to managing all key business risks and opportunities—not just financial ones—with the intent of maximizing shareholder value as a whole.” Risks are events that might cause harm to a business. They are not certain to occur, but if they occur, they will have a negative impact on the business. In addition, internal control examines all of the controls that the company has set up and put in place to help achieve its objectives. We often think of internal controls as trying to prevent something from going wrong, but they are really set up to assist the organization in the achievement of its objectives. It is important to be very familiar with the objectives of internal control.

This course will prepare students wishing to sit the CMA exams for “Risk Management” (Part 2-D.) and “Internal Controls” (Part 1-E.).

Key topics

- **Risk management**
 - Types of risk (business, hazard, financial, operational, strategic, legal compliance and political risk);
 - Risk mitigation;
 - Risk analysis;
 - ERM (Enterprise Risk Management).

- **Internal controls**
 - Corporate governance;
 - Internal control risk, environment, procedures, and standards;
 - Responsibility and authority for internal auditing;
 - Types of audits; assessing the adequacy of the accounting information system controls;
 - Business continuity planning.

7. FINANCIAL STATEMENT ANALYSIS (AAA7) - 30 hours - CMA®

This course is designed to provide a thorough understanding of financial statement analysis and to develop students' ability to apply the essential techniques to the real world cases. It covers calculation and interpretation of financial ratios, evaluation of the performance by using multiple ratios, comparison between market value and book value, profitability analysis, analytical issues including impact of foreign operations, effects of changing prices and inflation, off-balance sheet financing, and earnings quality.

In addition, this course aims at helping students who would like to pursue management accountancy as a career for their professional development.

This course will prepare students wishing to sit the CMA exams for “Financial Statement Analysis” (Part 2-A.).

Key topics

- **Basic financial statement analysis**
 - Common size financial statements;
 - Common base year financial statement.

- **Financial ratios**
 - Liquidity;
 - Leverage;
 - Activity;
 - Profitability;
 - Market;
 - General issues.

- **Profitability analysis**
 - Income measurement analysis;
 - Revenue analysis;
 - Cost of sales analysis;
 - Expense analysis.

8. STRATEGIC PERFORMANCE MANAGEMENT (AAA8) - 30 hours - CMA®

This course focuses on the implementation of the strategy within an organization and how it is deployed across the business units.

- 1) The course will address the management control process in a decentralized organization with the notion of responsibility centers, transfer pricing and the management by exception.
- 2) The course will explain how to deploy the strategy to answer the stakeholder requirements, with the balanced scorecard and its four perspectives, and how to choose and follow relevant key indicators.
- 3) The course will also cover the variance analysis to understand how management control masters performance by encouraging employees' behavior and decisions.

In conjunction with other electives in the AAA specialization, this course will prepare students wishing to sit the CMA exam for "Performance Management" (Part 1-C.).

Key topics

- Balanced scorecard ;
- Key performance indicators: return on investment, customer profitability...
- Responsibility centers, reporting and transfer pricing;
- Variances analysis, flexible budget and standard cost.

9. DATA & ANALYTICS FOR STRATEGIC DECISIONS (AAA9) - 30 hours

Big Data heavily affects the way organizations are doing business. Management accountants / controllers – as they are primary users of data to support strategic management and decision-making processes – contribute to this disruptive digital evolution.

This course aims at covering how the management control systems take the opportunity of Bid Data to manage performance more effectively and efficiently.

Key topics

- **Data and decision-making process:** an overview of the current situation and challenges
 - Organization of data: BI systems; data lakes; etc.
 - BI tools; data analysis;
 - AI and Finance.

- **Data & Analytics:** tools to visualize and analyze data for decision-making (workshops and practical cases on using these tools: Power BI; Tableau; Qlik sense).
- **IT and finance**
 - IT financial governance;
 - Technology cost, value and decisions.
- **How the digital transformation affects the job.**

This course is co-built and co-taught with audit firms and consulting firms.

10. MANAGING SOCIAL RESPONSIBILITY, GOVERNANCE AND ETHICS (AAA10) - 30 hours

How organizations respond to ethical and societal challenges. An ever-greater societal awareness is becoming a stakeholder as such and the organizations must meet new expectations.

Reputation of organizations is at stake. Beyond potential competitive advantages, not complying with regulation or/and not meeting stakeholders' expectations may jeopardize the future of organizations as they may lose their "license to operate."

This course aims at presenting how organizations develop their management systems to cope with these new challenges.

This course will prepare students wishing to sit the CMA exam for "Professional Ethics" (Part 2-F.).

Key topics

- **Monitoring CSR objectives and managing corporate social performance**
 - An overview of the challenges in terms of ESG (Environment, Social & Governance);
 - Regulation (soft law) and reporting frameworks (NRE; Grenelle 2; GRI; ISO26000; etc.);
 - ESG Key Performance Indicators (KPIs) to manage social performance (incl. Sustainability Balanced Scorecard (SBSC)); relationship between social and financial performance;
 - Non-financial information (certification by independent 3rd parties; Integrated Reporting; etc.): a new challenge.

Part of this course is co-built and co-taught with audit firms and consulting firms.

- **Professional ethics (CMA®)**
 - Ethical considerations for management accounting professionals and for the organization.

11. CONSULTING SERVICES (AAA11) - 30 hours

This course presents raising consulting services provided by consulting firm in organization and / or strategy, by financial services companies as well as other companies offering similar types of services or by audit companies (for non-audit services).

At the end of the course the student will be able to:

- Help companies reducing the risk of fraud thanks to forensic accounting & investigation services;
- Understand processual and change management issues related to the implementation of IFRS;
- Participate to process revues for ending financial year;
- Contribute to auditors' advisory missions in projects of merger & acquisition.

Key topics

- **Introduction to consulting services**
 - Overview of the main consulting services;
 - Overall presentation of the main actors, their business model and their market shares;
 - Salary, career perspective, etc.
- **Consulting in organization** (*Establishing a process diagnosis Running an organizational change project*)
 - Before sales phase: answering a call for tender / writing a proposal (methodology: Agile/scrum);
 - Change management related to the implementation of new technologies.
- **Consulting in audit firms**
 - Transaction services / M&A;
 - Cash management diagnosis;
 - Restructuring.
- **Other issues**
 - Interim management of medium-sized businesses;
 - Training for job interviews in consulting firms.

Career opportunities

- Management accountant/
controller
- Business analyst
- Cost accountant / controller
- Internal auditor
- Auditor / manager in audit firms
- Advisory manager in audit firms
- Consultant in consulting firms
- Risk manager
- Finance manager / CFO

Examples of internships or jobs carried out by students after the major

- Junior management (cost) accountant
- Assistant auditor in audit firms
- Junior consultant in audit firms and consulting companies

BRAND AND BUSINESS DEVELOPMENT

Program leader

Isabelle ULRICH

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Main teaching language

Français / *French*

Anglais / *English*

Presentation

This specialization aims at preparing students for the diversity of marketing careers, in current international marketplace characterized by a radical digital change.

It centers on the efforts to create, communicate and deliver value with brands, products and services attractive for consumers, and on the ways to manage beneficial customer relationships for the organization, in order to develop the business.

Thus, the program covers the main fields of latest marketing expertise, associating the engagement of professional experts sharing real-life business examples, and academic knowledge. The program deals first with consumer intelligence and marketing research, then continues with brand and product management, marketing communications, retail-channels and sales management. The overview continues with international marketing, area-specific marketing focusing on services, and ethics issues.

Learning objectives

At the end of the program, students should have acquired the following skills:

- Understand and analyze markets/consumer insights/culture/behaviors, by using the main marketing research methodologies, in order to recommend efficient marketing strategies and develop relevant action plans
- Master the fundamentals of brand and product management, with a good knowledge of key branding concepts, analytical thinking skills about brands and key assets to leverage them, and a deep understanding of innovation and design processes.
- Know how to develop efficient Integrated Marketing Communication strategy and integrate digital communication, to best communicate the brands' value to customers

- Know how to develop their business multi-channel performance, by building on sales force management and trade marketing actions on the one hand, and developing successful management of retail operations and category management on the other hand.
- Master the fundamentals of international marketing and know how to develop a realistic and potentially viable global market entry strategy for the launch of a product/service into a previously unserved country
- Understand the specificities of services marketing and know how to develop successful marketing strategies in this domain
- Understand the ethical issues that arise in marketing contexts and develop skilful ethical decision making habits, in relation to all marketing decisions involved in the marketing mix.

Pedagogical Methods

The program combines diverse pedagogical methods varying with the examined topic, building on the engagement of marketing professionals, and academic professors. Overall, courses combine a) academic teaching, b) professional conferences, c) case-studies and challenges in partnership with companies, d) virtual immersive case-studies, business games, simulations or workshops when appropriate, e) flipped classroom exercises and online-content.

- For each module, there is at least one written individual evaluation (final exam), and the final overall grade involves at least two grades (many modules involve projects in group which are graded).
- References are provided for each course in the corresponding syllabus.

Required qualities

Careers in marketing are various and exciting, combining creativity, rational/analytical decisions, and leadership challenges.

- The first set of required qualities regroups a strong motivation and a hard-working capacity.
- The second set of qualities gathers analytical skills and project management skills
- The third set of qualities englobes communication skills, creativity, initiative, and leadership skills.

Prerequisite electives

- Fundamentals of marketing (L3 – 30h)
- Choosing **minimum one** marketing elective in M1 is more appropriate – but not compulsory. Relevant electives are: Brand management and story-telling (30h), Marketing strategy (30h), Fundamentals of communication (30h), Global marketing (30h).

Courses

1. Consumer behavior & insights - 30 hours

To conceive and implement successful marketing strategies, companies operating worldwide need to understand and anticipate consumer behavior in today' s globalized universe where culture can impact purchasing decisions. The goal of this course is to enhance students' understanding of the key concepts related to cognitive, emotional and cultural models of consumer behavior, reviewing variables such as perception, learning, attitude change, values, decision making, etc. To best master consumer insights, the course also integrates a seminar on panel data.

Key words

- Consumer behavior
- Consumer intelligence
- Consumer culture
- Perception, learning, attitude
- Purchase decision
- Panel data

2. Marketing research methods - 30 hours

This course describes the methods and analyses marketers use to understand the behaviors and events they are interested in. It reviews the main qualitative methodologies (interviews, focus groups, netnography, observation...). It integrates the use of methodology with the statistical techniques used in psychological research. The course will focus on the development of skills that enable you to identify the scientific process, understand and apply research designs to answer your questions about behavior, and to select and use appropriate analyses to interpret what you observe.

Key words

- Marketing research
- Qualitative studies
- Interviews, focus groups, netnography, observation
- Quantitative studies
- Statistical analysis

3. Brand strategy - 30 hours

Brand strategy is an increasingly important area of strategic marketing, crucial for business success, and key for students targeting a marketing career. This course aims at advancing students' knowledge of strategic brand management and development of brand equity. It reviews main branding concepts and key analytical tools to evaluate brand equity. The module examines strategies for growing strong brands and for articulating consistent brands' portfolio. It integrates the notions of brand communities, brand narratives and storytelling that are critical to successful brand strategy.

Key words

- Brand strategy
- Brand equity
- Brand management
- Positioning
- Brand identity, awareness and image
- Brand narrative and storytelling
- Brand community

4. Product, Design & Innovation - 30 hours

This module complements the Brand strategy course, by focusing on the creation and development of branded products. It reviews the new product development process: concept generation and testing, design research and creativity, prototype testing and test market, and innovation process (open innovation, coproduction, crowd sourcing). It equips students with main methodologies, processes and tools (illustrator.) required in these areas.

Key words

- Concept development
- Product development
- Innovation
- Creativity
- Design
- Product testing

5. Integrated marketing communication - 30 hours

This course aims at mastering the various communication disciplines and tools, to develop an efficient Integrated Marketing Communication strategy for a brand/company in the digital age. It is designed to prepare students for marketing careers dealing with communication issues in companies or communication agencies. Integrating latest digital changes, it examines mainly advertising, media planning, direct marketing, promotion, sponsorship and PR.

Key words

- Integrated Marketing Communication
- Advertising
- Copy strategy
- Media planning
- Promotion
- Direct marketing
- Sponsorship and events
- PR

6. Digital communication - 30 hours

This module provides the main fundamentals of digital communication, to enable students to work efficiently with digital/social media experts, and to further develop a career in this specific digital area at the industry or agency level. It examines the main digital-related disciplines: digital strategy planning, display advertising, search and visibility on the net, social media management, community management and influence.

Key words

- Digital communication
- Display advertising
- Search, SEO, SEM
- Social media management
- Community management
- Brand reputation

7. Sales leadership and negotiation - 30 hours

This course aims at understanding the fundamentals of sales force management to develop successful business performance. It reviews sales management, sales performance, key account management and trade marketing, sales forecasting and finally social selling. It enables students to acquire negotiation skills, to be able to activate growth levers for brands and to use market analytics to monitor business performance and customer relationships.

Key words

- Sales management
- Key account management
- Sales performance
- Negotiation techniques
- Sales forecasting
- Trade marketing
- Social selling

8. Retail and channel management - 30 hours

This course is designed to study both sides of retailing field, i.e. management of retail operations and category management, in order to equip all marketers with key notions and tools in this field. The course is crucial for students interested in careers in retail, trade marketing and category management. The omnichannel retailing, retail business model, category management, merchandising and e-merchandising forms the core of this advanced-level course.

Key words

- Retail Strategy
- Retail Business model
- Omnichannel Retailing
- Category Management
- Merchandising Management

9. International Marketing - 30 hours

This course provides a pragmatic perspective on international marketing, with particular attention to the service marketing strategy modifications that organizations must consider in extending their activities to the world marketplace. It reviews concepts relevant to all international marketers, at an advanced level. The course deals with problems such as identifying and evaluating opportunities in international markets, developing and adapting marketing tactics in relation to national market needs or constraints, and coordinating strategies in global markets

Key words

- International marketing
- Global marketing
- International market selection
- Market entry strategy
- Global economic environment

10. Area specific marketing: services - 30 hours

Services can be defined as deeds, processes, and performances provided by firms and individuals to create customer experiences. Services dominate many economies: with only 18% of the GDP in manufacturing and 1.9% in agriculture, services are critical to the success of world economies. The objective of this course is to supplement basic marketing courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful marketers to

overcome these difficulties will be discussed. The emphasis will be on service universals rather than on any particular industry. However, concepts will be illustrated using cases and exercises in services such as financial planning, airlines, hospitality industry, and communication as well as manufacturing and high tech industries.

Key words

- Services marketing
- Hospitality management
- Service delivery and service recovery
- Service quality
- Customer satisfaction
- Customer Relationship management
- Services communication

11. Ethics & Critical Marketing - 30 hours

This course provides students with a basic understanding of the issues involved in ensuring ethical marketing decision-making. Topics covered include: defining marketing ethics, relevant theories to examine ethical questions, code of conducts and ethical guidelines, ethics in relation to marketing decisions (market research, segmentation, product, price, distribution, advertising/marketing communications and search engine optimization, international marketing), socially controversial products (alcohol, tobacco.), marketing to vulnerable consumer groups.

Key words

- Ethics in marketing
- Ethical decision-making
- Corporate social responsibility
- Socially controversial products
- Marketing to vulnerable population

Career opportunities

- Brand manager, Product manager, Operational Marketing project manager, Innovation manager, International marketing coordinator.
- Market analyst, Consumer insight manager, Research manager, Consulting manager.
- Digital project manager, Advertising manager, Promotion manager, Strategy planner, Social media manager, Media planner.
- Trade marketer, Junior category manager, Purchasing manager, Store manager, Retail marketer, E-commerce manager, Merchandising manager.
- Sales manager, Customer relationship manager, Key account manager, Online sales manager.
- Services project manager, Services process manager, Customer contact employee, Hotel manager, Tourism project manager.

Examples of internships or jobs carried out by students after the specialization

- Assistant Brand Manager at Strategic International Marketing Department of multinationals in FMCG, Luxury or High-tech industry
- Operational marketing project manager at the affiliate level, in France or other international locations, for product/services firms
- Trade marketer, Promotion manager or Merchandising manager for multinationals
- Junior category manager, Purchasing manager, store manager for retailers
- Market analyst for Consulting/Research companies
- Digital manager, Advertising manager or Social media manager in an advertising agency
- Marketing manager in the tourism and hotel sector
- Sales rep or Junior category manager

CORPORATE FINANCE

Program leader

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Français / French

Main teaching language

Anglais / English

Presentation

The NEOMA BS Corporate Finance specialization aims at training students for careers in Corporate Finance: Corporate and Investment Banking, Mergers & Acquisitions, Private Equity, Financial Analysts and Chief Financial Officers. It aims to help students develop key skills required by professionals in corporate finance.

Its purpose is to help students develop key skills required by professionals in the corporate finance area:

- A solid and a double competence in two complementary areas: corporate finance and financial engineering;
- A cross-disciplinary vision of the company financial issues: Understanding strategic and financial transactions; finding (for insiders) and offering (for outsiders) adequate financial solutions.

Learning objectives

At the end of the program, in terms of knowledge and skills, participants should be able to:

- Leverage financial data for strategic decision-making
- Assess the level of a company's risk and implement hedging strategies
- Get an opinion of the value of a company for a financial transaction (fund raising, merger, acquisition, IPO, etc.)
- Understand the determinants of corporate financial policy (capital structure, dividend policy; cash management ...) and optimize its choice with an objective of value creation and maximization
- Master the techniques of corporate finance operations
- Advise firms and investors in the realization of complex financial schemes
- Advise businesses in setting up their acquisitions or equity participation (LBO, private equity, etc.)
- Understand the stakes of the technological transformations for corporate finance
- Propose argued solutions integrating the different dimensions analyzed.

Pedagogical Methods

The articulation of the Corporate finance specialization is based on an alternation between theoretical and practical seminars (using case studies and concrete examples).

Presentations by several experts from the financial industry are organized at the end of each course.

The content of the major is built on a cross-disciplinary vision of the contemporary issues of corporate finance.

Students play an active role in the learning process, based on "Think-Pair-Share" and reciprocal teaching.

Required qualities

Students who wish to follow "Corporate Finance" specialization should:

- Demonstrate analytical skills,
- Show motivation, rigor and organization,
- Have the required skills to understand the theoretical concepts and technical tools and their relationship to professional practice,
- Be able to have a broad vision of the issues studied,
- Have a comprehensive understanding of business issues and financial institutions.

Prerequisite and recommended electives

- Blockchain revolution: From Cryptocurrencies to other Finance Applications (15 h)
- Behavioral finance (15 h)
- Investments /Marchés Financiers & Risque (30h)

Courses description

1. Advanced corporate finance - 30 hours [FI]

Main learning goals and major outlines

This course focuses on the two main corporate decisions: Capital structure and Payout policy.

The first learning goal is to understand and assess the firm's capital structure decision:

- The relative proportions of debt, equity, and other securities that a firm has outstanding);
- Effect of leverage on the equity cost of capital;
- Optimal capital structure; trade-off theory; Modigliani & Miller (in perfect capital markets; interest tax shield and costs of bankruptcy and financial distress);
- Agency costs of debt (under-investing, debt overhang, asset substitution problems and leverage);
- Asymmetric information, signaling and capital Structure; Pecking order theory; Market timing; etc.

The second learning goal is to understand the firm's payout policy:

- Different forms of distribution to shareholders of available income;
- The choice between paying dividends and repurchasing shares;
- Optimal dividend policy with and without taxes; Modigliani & Miller;
- Signaling with payout policy; etc.

2. Cash Management & Short Term Financing - 30 hours [FI]

Main learning goals and major outlines

- Understand the short-term financing decision / Be familiar with short term debt instruments: marketable debt securities; commercial paper... etc.
- Know the different functions of a treasury manager and understand his main roles and interactions in a firm.
- Master the Treasury Function as a key player in Risk Management
- Cash Management and group consolidation: Cash pooling
- Fintech and cash management.

3. Corporate valuation - 30 hours [FI]

Main learning goals and major outlines:

- Master the main methods of corporate valuation as Discounted Cash Flows (DCF); Valuation based on comparable firms; Adjusted Net Asset, Economic Value Added (EVA) and Excess Earnings (Goodwill); etc.
- Be able to identify what method is relevant given the company's sector, economic environment.
- Be able to use corporate valuation methods in complex situations and in various contexts (M&A, PE, IPO, Equity research; etc.)

- Master the techniques of financial modeling and valuation using VBA.

4. Risk management and Derivatives - 30 hours [FI]

Main learning goals and major outlines

- Understand the characteristics of derivative instruments (Options, FRA, Futures; etc.);
- Study the hedging strategies that can be implemented by firms to hedge financial risks (stocks; commodities; exchange rates etc.);
- Put into practice derivative instruments in arbitrage and trading strategies;
- be able to evaluate derivatives, in particular financial options, and use this approach to evaluate flexibility in corporate finance (real options).

5. Debt instruments - 30 hours [FI]

Main learning goals and major outlines

- Understand the process of raising bonds both in domestic and international markets;
- Understand main bond features: Issuers and investors; Auction and syndication; other features (callable, convertible, puttable, Seniority...); Collateral (secured, covered), etc.
- Evaluate bond prices; Term structure of interest rates; Credit risk and ratings; Yields.
- Study the hedging debt risk: Foreign currency denominated bonds; Floating rates; Credit risk; Interest rate swaps; Cross-currency swaps; Credit derivatives.
- Understand the mechanics of securitization (typology and process).

6. Corporate Restructuring - 30 hours [FI]

Main learning goals and major outlines

The course provides a thorough understanding of the corporate financial restructuring process of financially troubled firms. The course focuses on the financial as well as the strategic and legal issues involved.

- Analyze the firm's solvency and liquidity performances.
- Analyze various restructuring mechanisms: out-of-court workouts; exchange offers; Chapter 11 bankruptcy.

7. Corporate governance - 30 hours [FI]

Main learning goals and major outlines

- Understand the fundamental theories and practices of modern corporate governance.
- Recognize the three major players in corporate governance: shareholders, board of directors, and managers, and appreciate their roles in determining corporate direction and the obstacles interfering with their ability to do so.
- Study the principal-agent model (how to mitigate agency conflicts between managers and shareholders); executive compensation incentives; the role of the board of directors; shareholder activism; corporate takeover and takeover defenses, etc.

8. Mergers & Acquisitions - 30 hours [FI]

Main learning goals and major outlines

The M&As represent a major part of business development. In this course, the focus is clearly long-term growth strategy with emphasis on deals logics and synergies and legal implementation. More specifically, this course will cover the following topics :

- The M&A worldwide market, the corporate and strategic aspects of M&A,
- M&A versus organic growth with regards to value creation, outcomes and analysis of success / failure of large deals in the case of listed companies,
- Cash deals versus share exchange deals and subsequent value creation impact,
- Alternative to M&A (strategic alliances vs plain Vanilla M&A deals),
- The deal process (from the origination to post-deal integration),
- Mergers tax system,

- Post-merger integration issues, financial engineering (including control protection and defense).

9. Venture Capital & Private Equity - 30 hours [FI]

Main learning goals and major outlines

Venture capital and private equity constitute the so-called “alternative” asset class as opposed to conventional investments in stocks, bonds and commodities. Many start-ups and entrepreneurial firms require substantial capital. Venture capital and private equity organizations finance these high-risk but potentially high reward companies.

This course aims to apply the corporate finance’s key-concepts to the venture capital and private equity market and to be familiar with the structure of contracts, institutions and selection process in the venture capital and private equity industry:

- Understand how VCs and PE firms work and invest
- Be familiar with preferred securities
- Understand how to do an LBO and how PE firms evaluate and finance LBO deals (structured finance)
- Focus on Mezzanine investments.
- Apprehend the exit routes in PE transactions (IPO; Trade sale; Secondary Buyout; Leveraged Recapitalization).

10. Digital Finance (Finance 2.0) - 30 hours [FI]

Main learning goals and major outlines

Disruptive innovation has been at the heart of finance. The latest shockwave comes from financial technology or digitalization. FinTech companies use technology to change the nature and delivery of financial services with a more customer-driven approach than traditional financial institutions.

The main learning goal of this course is to understand the stakes of the technological transformations for corporate finance (Crowdfunding; P2P lending; Block chain; ICO... etc.).

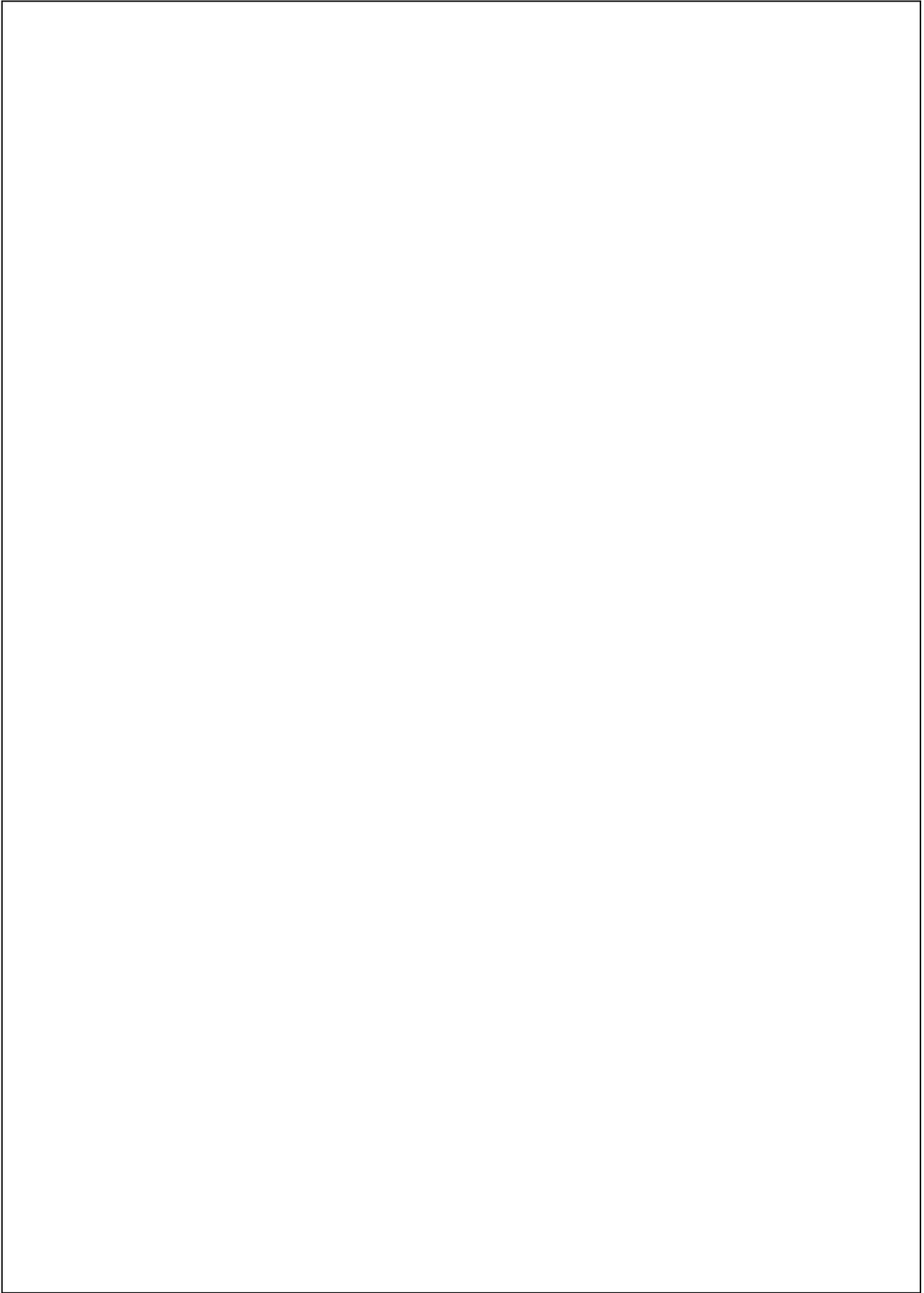
11. Ethical Issues in Finance - 30 hours [FI]

Career opportunities

11. Bankers advising on mergers and acquisitions transactions;
12. Analysts mergers and acquisitions ;
13. Business Officers and directors of investment in private equity;
14. Advisors in Private banking
15. CFOs (especially large listed companies);
16. Financial Auditors;
17. Analysts' Equity sell side and buy side in financial institutions;
18. Credit analysts in banks and rating agencies;
19. Financing/ Leasing managers;
20. Cash managers;
21. Officers of specialized business finance large businesses (corporate banking in "coverage" or structured finance), etc.

Examples of internships or jobs carried out by students after the specialization:

22. Analysts mergers and acquisitions ;
23. Bankers advising on mergers and acquisitions transactions;
24. Credit analysts;
25. Advisors in Private banking;
26. Business Officers in private equity;
27. Financing / Leasing Managers;
28. Consultants and managers in Transaction Services, etc.



CULTURAL AND CREATIVE INDUSTRIES – Rouen campus only

Program leader

Sébastien DUBOIS

NEOMA Business School, Rouen campus

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Main teaching language

Français / *French*

Anglais / *English*

Presentation

The program aims to provide students with a deep theoretical and empirical knowledge of the creative/cultural industries sector. It will introduce students to the core issues of this sector (production, distribution, digitization, marketing specificities etc.). It deals with every branch of the cultural sector: music, cinema, books, the visual arts and the performing arts. It thus prepares the students to careers in the cultural/creative industries. Lectures have both academic and professional backgrounds. The program will not only focus on the management of the arts, but also look at the economic, social and cultural issues raised by the current transformation of the creative/cultural industries.

Learning objectives

This major aims to:

- introduce the students to the core and contemporary issues of the creative/cultural industries
- develop students' critical and creative thinking
- provide students with the skills and knowledge necessary to develop a career in the creative and cultural industries

Students will also have the opportunity to meet and collaborate with many professionals in the arts sector (Centre Pompidou, Musée de Rouen, Ladiray Gallery, TF1, Netflix and Canal+ producers, Editions du Seuil, Editions de la Découverte, Centre National du Cinéma, Believe Music, Warner, Uzik, microqlima, Théâtre du Relais, Normandie Impressionisme, Opéra de Rouen...). Many of these professionals are alumni.

Pedagogical Methods

- theoretical lectures
- case studies on the birth or development of artistic genres, firms, artists
- art works analysis in relation to their commercial strategy
- use of social media (Internet, social media)
- teamwork and creative work

Required qualities

To choose this major, it is essential :

- To be interested in the arts: careers in the arts are vocational and creative, we look for creative and passionate students
- Have a critical perspective and intellectual curiosity

Courses

▪ **Cultural marketing and digitization**

As cultural goods are experience goods and customers' satisfaction subjective, commercial success remains always uncertain in the cultural and creative industries. Firms producing cultural goods (movies, books, music...) now operate at a global level in a fierce competition, and have to develop new marketing strategies. On the other hand, if cultural organizations (museums, theaters...) have long been protected from the harsh realities of the marketplace by relying on wealthy patrons or public subsidies, these sources of finance become scarcer so that they now have to turn to other sources of income, and to the market, which has led them to set up marketing strategies. Marketing is thus crucial for cultural firms and entrepreneurs to reduce that uncertainty, and bring customers to their products, be it goods or services. The general objectives of the course are to teach the specific uses of marketing concepts in the artistic and cultural area. It will be articulated around the organization of the cultural production, the evolution of the individual and collective cultural consumption and the emergence of creative industries. Cultural and creative industries have proved to be very innovative in designing marketing strategies, through notably the use of new technologies.

▪ **Strategies in the arts: art, markets and society**

Art and society are closely intertwined. The development or emergence of new cultural forms and markets is directly related to social changes, from royal patronage to multinational firms. Similarly, entrepreneurs and artists strategies are embedded in a social context that they have to appraise. Social change and cultural innovation results from the entrepreneurship and leadership of both cultural entrepreneurs and artists. The course will for instance look at the segmentation of cultural market, with the emergence of new artistic genres such as the modern novel or music (rock, soul, rap). The course will analyze these strategies, using economics, sociology, leadership and management as its theoretical basis. This interdisciplinary course will deal with the fine arts as well as the cinema, literature or music.

▪ **The Art Market in the World**

The program will expose the students to a large variety of art market's professionals, and to the interconnectivity of the art world. Topics to be considered include: dealer's motivation and strategy, artist's image, art advisory, importance of museum relations, typology of collectors...We will also give an overview of all the principles that together comprise today's art market, including the institutions that compete to shape the market. It will focus on the financial structure that underlies the art market, the rise of art as an asset class, the prevalence of investors, and the rapid growth of the art market in emerging economies, especially in China and in Arabic area. In the meantime, the courses will offer an overview of the concept of value in the art market, examining how value is estimated in historical art as well as in contemporary art, and taking into consideration how

valuation differs in a variety of evaluation contexts. The course is livened by a professional gallerist and courtier with extensive experience in France and in England.

- **Music: strategies and opportunities in the Digital revolution**

The music industry has undergone dramatic changes in the past 10 years. The market has fallen down by more than 30% and starts recovering from this crisis. The paradox is that we have never probably listened so much to music. Music companies have now to reinvent their business model to take into account these innovations which have revolutionized production and even more distribution,. In an industry pushed by technological but also economic and organizational innovation, new business models have emerged (legal downloading, streaming...) reframing the strategies of the music industry actors: majors, labels, artists, distributors. This course will be provide to the students a survey of the music industry, highlighting the mains areas where music and business are interconnected. The focus of this 30 hours seminar will be to develop a transcultural understanding of the global music industry, analyzing the general landscape of the music business industry, the changes and the opportunities in the job market: the emerging trends, distribution, promotion and the different ways the companies and partners develop their strategies. The course also question the main issues that are left unresolved such as profitability, or the remuneration of the actors, especially artists who have turned (back) to live performances to make money. The course is led by Carlos Rabasso with the participation of professionals (Warner Music, Believe, Nancy Jazz Festival...).

- **Majors, independents, globalization: the movie industry**

The movie industry has been one of the first to experience a post-Fordist organization. As such, it is often advocated that the movie industry is a kind of economic and organizational laboratory for innovation. It has a specific organization based on short-term projects, multiple arrangements independent companies (production, special effects, soundtracks, trailers etc.) which participate to the manufacturing of a movie. Outsourcing is thus a key strategy in the movie industry. If majors dominate the industry, the cinema rests on of a nebulous of innovative independent actors which provides production, post-production or marketing. Indeed, marketing is now fully part of cinema making, not only in promotion but also from creation to distribution. Multiple actors then manage copyrights, on which revenues are shared on the basis of percentages. As films budgets are growing, producers have to find money from various sources, and the movie industry has experienced highly financialized funding (from hedge funds for instance) as well as public funding. Movie producers must also internationalize and diversify sales on various supports (DVDs, TV channels, digital, by-products...) to face rising costs. The course will deal with these different issues, looking at the strategies/constraints of the different actors. The course under the aegis of an

alumni with a huge experience in the sector welcomes professionals (TF1, Netflix, Canal+, CNC).

- **The Performing Arts: project management and organizational agility**

The sector of the performing arts is very diverse (theaters, music halls, festivals, theater troupes, orchestras, tour organizers...), but shares a common feature: goods are produced alive. The performing arts are organized into an economy of short-term projects that are never fully reproducible: every tour is different, and within a tour or a series of theater performances each performance is at least slightly different. Facing the famous “cost disease”, performing arts managers have to manage both operational and artistic costs and a dilemma: how much to invest in order to limit their costs while attracting the wider possible audience? Costs come first from labor, as the performing arts rest on the unsteady but highly qualified jobs (actors, musicians, sound engineers etc.). The sector is rapidly changing, with the entrance of multinationals as well as businessmen and financiers who have been buying theatres, new actors such as tour organizers. On the other hand, the sector largely rests on public funding. The course will introduce the students to the relations between these actors (commercial contracts, employment contracts etc.) to help the students understand how the industry functions and prepare them to hold positions as performing arts managers.

- **Value and Reputation: how to create value in the arts?**

Reputation lies at the heart of the economics of culture. Cultural goods are unusual ones: they must create their own market while their value remains uncertain. As the price of an artwork does not depend (or only slightly) on its material characteristics, its value lies in the perception key actors or the wider public make about it. Reputation has thus given birth to a flow of literature on which this course will draw. Reputation comes out of social processes this course will illuminate. We will first look into details at this strange immaterial thing reputation is. We will also answer key questions for the economics of art: Are reputations stable? Do they last over time? How to explain reputation-building, that is, where do artists' fame come from? How can artistic organizations develop the reputation of their artists, which are their core assets? We will also introduce students to methodologies used to assess reputation, both qualitative and quantitative.

- **Contemporary issues the publishing industry**

The publishing industry is maybe unexpectedly one of the biggest cultural industry. It plays a key role in society, as it is responsible for the transmission of knowledge, and that of culture as books are the main support for all kinds of knowledge. At the same time it is also an entertainment industry offering highly marketed goods. The gatekeeping process – selecting manuscripts – is at the heart of the publishing industry as it conditions success. The publishing industry involves multinational commercial companies oriented toward profit as well as smaller ones focusing on cultural value and artistic innovation. One of the main (and often underestimated) issue is that of distribution, which largely governs the industry, book distribution

being a highly industrialized operation. Distribution strategies often condition success or, for smaller publishers, economic survival. The publishing industry has also been partly digitized, even if digitization has not shaped strategies as much as in the case of the music industry, but it remains an open question for the future of the industry.

- **Cultural policies and public cultural institutions**

Cultural policies have developed throughout the world, as the rising number of museums demonstrates. The course will look at cultural diplomacy, and the rise of soft power through cultural institutions as well as their positioning at a time when museums, operas but also non-profit organizations (museums, libraries, orchestras) blossom. The course will introduce students to the strategies and organization of cultural institutions, with a non-exclusive but specific focus on communication and marketing strategies. It will also introduce students to the daily operational functioning of cultural institutions. A specific session will be dedicated to careers in public and non-profit cultural organizations to help students organize their job search.

- **Intellectual property and contracts in the creative industries**

Intellectual property is the economic basis in the creative industries. Firms, artistic agents and artists manage copyrights. Companies make money in the arts only if they hold copyrights on works, with the exception of the works having fallen in the public domain. Contracts in the cultural sector are thus specific. The course is delivered by intellectual property professionals specialized in the cultural industries. The course will look at copyrights legal basis and management, including moral rights, property rights and neighboring rights as well as contractual issues.

- **CSR, Innovation for social change**

This course is designed to provide a broad understanding of the principles of corporate social responsibility (CSR) and its implications for social dynamics and transformation. Students will have the opportunity to gain insights into the importance of CSR dimensions and the nexus between socially responsible actions and sustainable social value. A particular emphasis is placed on the role of corporate social responsibility in transforming business and society and its impact on corporations, business practices and models and managerial actions and choices. Participants will have a hands-on exposure to CSR innovation and will have the ability to critically assess CSR dimensions in conjunction with social enterprise strategies. The study of the real-world examples and case studies provide the opportunity to recognize the importance of sustaining CSR innovation as a requisite for socially responsible ventures and social transformation.

Career opportunities

- Cinema and TV production
- Sales manager in the cultural industries
- Marketing and communication manager in the cultural industries
- Fundraising and sponsorship
- Executive and administrative positions in artistic institutions (museums, foundations, theatres...)

Examples of internships or jobs carried out by students after the major

- chef de produit interface TV Canal +
- sales assistant Coproduction (Berlin)
- marketing assistant international sales Wild Bunch
- product manager Centre Beaubourg
- chef de produit Glénat
- chef de produit Stock
- attaché de presse et de communication musée
- assistant de production 3B Production
- chef de projet Firststage Productions
- Responsable marketing Aranametrix
- Operations officer Soundcharts
- Assistant opération E-Commerce Ubisoft
- chargée de mission Fondation Culture & Diversité

DIGITAL EXPERTISE FOR MARKETING

Program leader

Alena KOSTYK

NEOMA Business School, Reims campus

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Main teaching language

Français / *French*

Anglais / *English*

Presentation

The Specialization « Digital Expertise for Marketing » aims to train students in up-to-date digital marketing techniques, as well as give them the ability to adapt to rapidly changing job environment in the omnichannel digital business world. This is achieved by developing strategic vision, market research skills, as well as exposure to the leading product digitalization methods.

Learning objectives

At the end of the program, students should be able to:

- Implement digital transformation in companies based on the global strategic vision, and knowledge of digital disruption techniques.
- Design digital marketing communications, and effectively deliver these communications to the target audience using a mix of digital media.
- Analyze quantitative and qualitative company-level and industry-level data, and draw managerial insights based on this data analysis.
- Implement multichannel distribution strategies driven by the the e-commerce and m-commerce sales.
- Understand the basics of designing successful digital products (websites and apps).

Pedagogical Methods

The pedagogical method used in the specialization « Digital Expertise for Marketing» is the classical teaching method. It is combined with the “Active learning” with the real-life case studies, company visits, guest speakers, and students’ project teamwork.

- Each module contains at least one writing examination.
- Each module contains at least one active learning project component (team and/or individual).
- References and reading materials are specified by the head of each course.

Required qualities

Careers in digital marketing are well known for being challenging and exciting due to the fantastic opportunities that they provide.

- The first quality required by this major is a strong motivation, a real interest, a hard-working capacity, and an ability to adapt and learn fast.
- The second quality required is the technical proficiency, including analytical skills and advanced computer skills.
- The third quality is the spirit of innovation.

Prerequisite electives

- Fundamentals of marketing (L3 – 30h)
- Choosing **minimum one** marketing elective in M1 is more appropriate – but not compulsory. Relevant electives are: Brand management and story-telling (30h), Marketing strategy (30h), Fundamentals of communication (30h), Global marketing (30h).

Courses

1. Navigating technology and digital disruptions - 30 hours

As the first course in the specialization, this course develops strategic vision in relation to the digitalization of the marketplace. The students acquire the strategic knowledge they need to become effective digital leaders, and to help their organization successfully transform itself to meet the ever-changing needs of the marketplace and its customers. The course introduces students to the emerging technologies, artificial intelligence and machine learning, and basic concepts related to coding.

Key words

- digital disruption
- digital capabilities
- digital transformation
- business models of the digital giants
- emerging technology trends
- artificial intelligence
- machine learning

2. Digital advertising - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. The students learn to design marketing messages in the digital context. They are introduced to programmatic advertising, advertising on social media, email and mobile

advertising, and interactive advertising. Future evolutions of advertising are also discussed. This course includes Facebook Ad certification, and Google Ads individual qualification.

Key words

- social media advertising
- Facebook Ads
- Google Ads
- programmatic advertising
- email advertising
- mobile advertising
- interactive advertising

3. Traffic management & Search engine marketing - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. It focuses on customer acquisition through successful web traffic management. The course introduces students to the search engine marketing: search engine optimization, paid search, sponsored links, and online partnerships. Website design implications are also discussed. This course includes Google Analytics certification.

Key words

- search engine optimization (SEO)
- web traffic
- traffic management
- paid search
- affiliate marketing
- conversion rate
- landing page

4. Influence & Social Media Strategies - 30 hours

This course is part of the Digital Communications block and focuses on the promotion element of the digital marketing mix. The students are introduced to the social media management, community management, e-PR, influencer marketing, content marketing and brand reputation marketing. This course includes HubSpot Academy Content Marketing Certification.

Key words

- social media
- community management
- influencer marketing
- content marketing
- brand communities
- brand fans

5. E-CRM - 30 hours

This course is part of the Consumer Intelligence block. The course focuses on the principles of consumer-centricity, and generating sales through building customer loyalty. Students are introduced to consumer journey in the digitalized marketplace, customer relationship management (CRM), marketing campaigns optimization, profitability goals, and key marketing performance metrics. This course includes training in a CRM software (e.g., Salesforce).

Key words

- customer relationship management (CRM)
- consumer journey
- sales
- sales leads
- customer loyalty
- key performance indicators (KPIs)
- profitability

6. Data Analytics - 30 hours

This course is part of the Consumer Intelligence block. It trains students in the basics of quantitative data analytics, from (1) data exploration and preparation, to (2) data analysis and (3) data visualization and reporting. Through practical exercises, quantitative analysis methods are introduced, e.g.: predictive modeling methods, sales forecasting, etc. This course requires basic understanding of the mathematics and statistics. This course includes training in a quantitative data analysis software (e.g., MsExcel, SPSS).

Key words

- data collection
- quantitative data analysis
- predictive modeling
- forecasting
- data visualization

7. Unstructured data Analytics - 30 hours

This course is part of the Consumer Intelligence block. It trains students in the basics of qualitative data analytics. Specifically, students learn how to collect unstructured data using online communities, social media (e.g., Twitter), and other sources. Students practice performing netnography, text mining, semantics analysis, and sentiment analysis of this data. This course includes training in a qualitative data analysis software (e.g., Atlas.ti).

Key words

- netnography

- text mining
- semantics analysis
- sentiment analysis
- qualitative data analysis

8. Ethics, Consumption and technology - 30 hours

This course deepens students' strategic vision in relation to the digitalization of the marketplace. Critical marketing perspective is introduced, and consumers' relationships with the digital technologies are discussed. Students engage in discussions of the impact of digital technologies on consumption practices, online consumer behavior, and critical approaches to digitalization. Ethical questions related to the digitalization are covered: e.g., technology addiction, health issues, consumers' misbehavior.

Key words

- critical marketing
- online consumer behavior
- technology adoption
- technology addiction
- ethics
- sustainability

9. Digital and mobile commerce - 30 hours

This course introduces students to the multichannel distribution strategy and tactics. E-commerce (web distribution channel) and m-commerce (mobile distribution channel) are discussed in detail. Students learn about online sales, e-merchandising, online "atmospherics", online retail analysis, hybrid retail systems & growth hacking techniques.

Key words

- multichannel business strategy
- retail management
- distribution
- operations management
- marketplaces
- e-merchandising
- retail metrics
- hybrid retail systems
- growth hacking

10. User experience Design (UX) - 30 hours

This course is part of the Product and Design block. The course teaches students to understand user needs based on the universal principles of design. It includes introduction to the new product development process, basics of Web and app design, as well as evaluation of designs with users, and conducting UX research.

Key words

- user experience
- design principles
- new product development
- concept testing
- web design
- app design
- UX research

11. Advanced Digital tools for creativity - 30 hours

This course is part of the Product and Design block. It teaches students the basics of creative process necessary for the new product development. Additionally, it trains students in advanced software tools for design, such as Adobe Photoshop, Illustrator, and several web site & app creation tools.

Key words

- creativity
- creative process
- design software
- Adobe Photoshop
- Web design
- App design

Career opportunities

- Technology evangelist
- Product manager in a technology-driven industry
- Data analyst
- Web/digital analyst
- Social media manager
- Web traffic manager
- Content manager
- Community manager
- CRM manager
- Digital designer (CDO)
- UX designer

ENTREPRENEURSHIP

Responsable de la spécialisation / Program Manager

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Main teaching language Anglais / English, with at least 2 courses in French

Program presentation

The Entrepreneurship specialisation is oriented towards entrepreneurship in a broad sense: Creating a company (Entrepreneurship), creating a social activity and project management in an existing company (Intrapreneurship). Company creation and entrepreneurial initiative in a broad sense have always been at the core of economic renewal and provide a path for personal development, attracting more and more managers. Examples of successful companies and non-profit organisations, created thanks to the determination of entrepreneurs guided by their vision and their conviction are multiplying. An entrepreneurial project chosen by the students in groups, will allow them to put into practice all the theoretical and practical tools and techniques developed in the classes by professors and guest speakers: creativity, innovation, business models, strategy, marketing, financing, law, project management, etc.

Learning objectives

This specialisation aims to:

- Encourage entrepreneurial behaviour, attitudes and initiative not only individually but also in existing organisations;
- Present the best practices in the archetype of entrepreneurial initiative : creation, innovation and business development or growth;

Prepare students to launch a project, either creating a company or developing a new activity in an existing company.

Required qualities

To choose this specialisation, it is essential:

- To be open to all disciplines of management and to be flexible;
- To be willing to develop qualities such as autonomy, teamwork, self-confidence, responsibility, intellectual curiosity and an ability to question existing systems;

- To be able to create and maintain strong values

Courses

- CSR Innovation for social change
- Open innovation and digital platform
- Business Model, Digital and disruptive strategies
- Managing teams (FR et EN)
- Web development
- Environnement juridique de l'entreprise (FR)
- Digital Marketing and Commercialisation
- Project management and supply chain
- Financement des startup et Business Plan (FR et EN)
- Managing growing companies and internationalisation
- Living the entrepreneurial experience through a project

The contents of these courses are given below. Contents can be changed if needed to share with the students the best practices.

Afin de proposer aux étudiants les cours les plus proches des pratiques managériales, des modifications peuvent être apportées aux contenus de la spécialisation.

- | | |
|---|--|
| <ul style="list-style-type: none"> • Entrepreneur (Startuper), business buyers and managers • Managers of profit centres • Consultants in entrepreneurship, strategy or mergers & acquisitions | <ul style="list-style-type: none"> • Business managers in venture capital companies • Advisors in public or private organisations providing support for businesses (incubators, chambers of commerce) • Project managers in a start-up, a SME |
|---|--|

Examples of internships carried out by students prior to the specialisation

- Mission leader in a department for professional clients in a bank or with BPI ,
- Project manager in an incubator, in a hotel group, in services or industry
- Mission leader to develop digital and e-commerce,
- Junior consultant in a strategy/ HR consulting firm,
- Auditor, Cost Controller
- Sales, business developer

FINANCIAL MARKETS: Assets and Risk Management – Rouen Campus only

Program leader

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Main teaching language

Français / French

Anglais / English

Presentation

The major in “Financial markets” aims to prepare students for various careers in the sector of financial markets. To this end, the program provides first to students an overall view on the financial markets. Then, it equips them with some mathematical and computer tools which can help them to better understand how these markets work. Finally, it presents the different aspects (including the mechanism, the pricing, and the hedging) of the main instruments used by investors to make relevant decisions relative to their objectives of risk and return.

Learning objectives

At the end of the program, students should have acquired the following skills:

- Understand the mechanism of the principal financial instruments (including stocks, interest-rate instruments, exchange-rates, financial derivatives);
- Know how to price these instruments with the theories developed in modern finance (including CAPM and APT) and in mathematical finance (including arbitrage theory and Black & Scholes model);
- Know how to put into place some operational tools with the help of Excel programming and Bloomberg data;
- Know how to use classic financial instruments and other alternative instruments (including structured products, hedge-funds, private equity, real-estate, commodities) to meet with investors’ specific need;
- Have a good knowledge on different job positions provided in financial markets as well as the professional practice in asset and risk management.

Pedagogical Methods

The pedagogical method used in the major of “Financial markets” is the classical teaching method. It is nevertheless completed with the method of “Active learning” with the help of case studies, co-teaching, outdoor visit, conferences, and students’ presentation in teamwork.

- For each module, there is at least one writing examination. In most modules, there are two writing examinations with a mid-term one and a final one. The overall grade is based on these two exams.
- References are specified in each course. Handouts are prepared by the professor in charge of the course on the basis of the principal reference of the course.

Required qualities

Careers in financial markets are well known for being challenging and exciting due to the fantastic opportunities that they provide.

- The first quality required by this major is a strong motivation, a real interest, and a hard-working capacity.
- The second quality required is the technical proficiency including mathematical skills and specialized knowledge in economics and finance.
- The third quality is the spirit of innovation and entrepreneurship.

Prerequisite electives

- Blockchain revolution: From Cryptocurrencies to other Finance Applications (15 h)
- Behavioral finance (15 h)
- Investments /Marchés Financiers & Risque (30h)

Courses

1. Quantitative tools for finance (FM 1) - 30 hours [FI]

As the first of the “tool course”, the course makes preparations for other courses. It aims to equip students with some mathematical tools and programming languages such as Excel VBA. Meanwhile, it shows how to make simulations with random variables in different situations.

Key words

- Optimization under constraints with Lagrange Multiplier
- Variance-covariance matrix
- Big data and data management with statistic tools
- Simulations with random variables
- Introduction to computer languages used in finance
- Introduction to the main econometric tests used in empirical finance
- Partial derivative equations to resolve financial derivative pricing problems

2. Financial programming (FM2) - 30 hours [FI]

As a second “tool course”, this course teaches students how to use Excel VBA as a working tool to be able to resolve operational problems with VBA programming. In this way, students will be able to put theoretical results into practice. In addition, some other computer languages like Python and Java will be introduced.

Key words

- Draw the Markowitz's Frontier
- Compute the VaR of a portfolio
- Write programs permitting to realize an arbitrage between futures prices and spot prices

- Write programs to price European options with Black-Scholes-Merton formula
- Write programs to price American options with Monte-Carlo simulations
- Write programs to compute Greek letters for option sensitivity analysis

3. Money market instruments (FM3) - 30 hours [FI]

This course examines the main money market instruments, presents the various types of interest rates, and analyzes the different amortization schemes of a debt repayment. It also helps students to understand the link between the money market and the forex markets, as well as the impacts of the Central Bank's monetary and exchange policies on this market.

Key words

- Discount and capitalization
- Simple interest and compound interest
- Annual equivalent rates
- Short-term debt instruments (T-Bills, Certificate deposits, Commercial papers)
- Repo and reverse repo
- Euro-dollars and LIBOR
- Fed Fund and ECB's Refi Rate
- Interest-rates and exchange rates
- Main amortization schemes

4. Portfolio management and other alternative investments (FM4) - 30 hours [FI]

This course permits students to get a deeper understanding of the key concepts (risk, return, diversification, efficient frontier) and theories (index models, CAPM, APT) developed in portfolio management after the introductory course entitled "Investment". In addition to the classic financial instruments such as stocks, bonds, and bills, the course also introduces other alternative instruments including structured-funds, hedge-funds, and private equity.

Key words

- Efficient portfolio
- Single-Index and multiple-index models
- Capital asset pricing model
- Arbitrage pricing model
- Behavioral finance
- Structured funds
- Hedge funds
- Private equity

5. Digital transformation of international finance (FM5) - 30 hours [FI]

The Financial Technology (FinTech) is transforming the financial sector. The use of digital technologies is the norm. This course aims to introduce digital transformation of international finance to students. Meanwhile, the development of cryptocurrencies and their empirics will be presented and its impact on the international financial system will be analyzed.

Key words

- Currencies and exchange rates
- Exchange rates and interest-rates
- Two aspects of international finance: exchange rate markets and international implementation
- Financial technology transformation
- Development and mechanism of cryptocurrencies
- Impacts of cryptocurrencies on international financial system

6. Fixed-income instruments and forex derivatives (FM6) - 30 hours [FI]

This course is devoted to long-term fixed-income instruments and derivatives based on exchange-rates. On the one hand, it develops knowledge related to yield curve, sensitivity, duration, convexity, and the pricing of fixed-income instruments. On the other hand, it deals with pricing and hedging problems of financial derivatives (futures, forwards, options) based on exchange-rates.

Key words

- Yield curve
- Sensitivity, duration, and convexity
- Pricing of fixed-income instruments
- Futures and forward contracts based on exchange-rates
- Options based on exchange-rates

7. Financial risk management (FM7) - 30 hours [FI]

This course aims to present key tools and models to measure market risk (ex. calculation of VaR) and credit risk (ex. pricing of CDS). It also permits students to understand the mechanism of securitization and the principle of structured credit products such as ABS and CDO.

Key words

- Financial risk management
- Various types of financial risks

- Value at risk
- Credit default swap
- Asset-backed securities, Collateralized debt obligations
- Mechanism of securitization

8. Financial derivative products (FM8) - 30 hours [FI]

This course aims to knowledge on financial derivatives both from the point of vu of investors and sellers by putting the main focus on plain-vanilla options with an extension to some exotic profiles. It permits students to know how to use binomial trees and Black-Scholes formula for pricing and hedging. It also explains regulations on trading (after 2008), emphasizes trading limits, inner control, and ethics in different jobs in financial markets (sales, trading, structuring).

Key words

- Futures and forward contracts
- Plain-vanilla options
- Exotic options
- Binomial trees
- Black & Scholes model
- Regulations on trading and ethics in financial markets
- Risk control and management in financial institutions

9. Commodities (FM9) - 30 hours [FI]

The commodity market has expanded during the 2000's, a period of "financialisation of commodities". In the context of a tight employment market, the commodity sector offers fantastic job opportunities to our students both in physical and derivative markets. By trying to give students a sector specialization, this course develops knowledge on commodity. In this way, students will understand the specificity of the storable commodity asset class, get a first comprehension on how futures markets on commodities work, and how these derivative products are priced.

Key words

- Importance of commodities on the world economy
- Commodities and their financialisation
- Storable and non-storable commodities
- Futures markets on commodities
- Pricing of futures contracts on commodities

10. Introduction to advanced topics in financial practice (FM10) - 30 hours [FI]

This course has two goals. The first one is to introduce some advanced topics, which are lately developed both in theory (ex. micro-structure approach, behavioral finance) and in practice (ex. capital-guaranteed funds, high-frequency trading, evolution of Exchanges and Clearing-houses, Socially responsible investment). The second one is to let student know how it happens concretely in the professional world. For this, practitioners in financial establishments based in Paris and London (many of them are Neoma Business School alumni) will be invited to share their experiences through presentations on job opportunities provided by different departments in financial markets (trading rooms, FO, MO/BO, risk management, compliance) as well as the practice in asset and risk management.

Key words

- Capital-guaranteed funds
- Commodity trading and hedging
- Private equity
- Credit, debt, funding valuation adjustment
- Corporate social responsibility (CSR) or Environment, social and governance (ESG)
- Socially responsible investment (SRI)

11. Ethical Issues in Finance - 30 hours [FI]

Career opportunities

- Sales on the trading floor in a CIB (Corporate Investment Bank)
- Fund managers in an Asset-management company
- Risk managers in an financial institution
- External auditors for specialized funds (such as structured funds)
- Financial experts in regulation bodies
- CRM (Customer Relationship Management) or "Investment Specialist" in an AM (Asset Management)
- Brokers in brokerage firms
- General inspector and internal auditor in a bank
- Financial analyst / Credit analyst in a financial institution

Examples of internships or jobs carried out by students after the major

- "Sales" in a CIB (ex. SG CIB, BNP Paribas CIB, CA CIB)
- "Investment Specialist" or "Client Relationship Management" in an AM (ex. Amundi, Lyxor, BNP Paribas AM)
- "Sales" or "traders" in commodities (ex. SG soft commodities, Alpiq)
- "Traders" in banks (ex. Mizuho Bank and Morgan Stanley of CDS, collateral and X-Valuation Adjustment)
- "Structurers / Sales" of structured products (ex. CSFB, Arfima)
- "Strategists" in a CIB (ex. Shanghai Stock Exchange, China Investment Bank)
- "Inspectors" in Inspection Générale in a banque (ex. SG CIB, CA CIB)

- “Risk Management”, “MO” or “BO” in banks (ex. SGCIB Asia Pacific)
- “Financial analysts” (ex. HSBC France) or “Consultants” in Big 4 (ex. Deloitte)

HUMAN RESOURCES AND CONSULTING – Reims campus only

Min. B2 level French required

This specialization is aimed at students who wish to specialise in human resources management and/or internal or external consulting, particularly in the fields of organisation, human resources, working conditions, recruitment and redeployment. The specialization takes a cross-functional approach to human and social problems linked to organisational development, in a context of almost permanent change.

Learning objectives :

- Analyse working situations and identify current and future challenges linked to the organisation of work;
- Design HR strategies and policies;
- Understand the consulting market, its actors and areas of intervention;
- Find their place in a team of consultants and with regard to the client;
- Understand the professional techniques of the junior & senior consultants

Courses:

- Droit du travail (in French)
- Work Psychology and Organizational Behavior
- Macro Organizational Development
- Sociological and clinical approaches of work
- Developing HR strategy and creating value
- Consulting
- Talent Management (in French)
- Managing Employee relations
- People analytics, Big Data and HR
- Equity, diversity and inclusion
- HR Work and Work Organization

LUXURY MARKETING – Reims Campus only

Program leader

Molka ABBES

NEOMA Business School, Rouen campus

Molka.abbes@neoma-bs.fr

Main teaching language

Français / French

Anglais / English

Presentation

Luxury companies need vanguard aspirational marketing content, excellent design skills, outstanding craftsmanship, and the ability to deliver unique customer luxury experiences. Luxury companies have to launch new challenges and master Customer Centric Culture (CCC) to flourish their brand strategies, innovation, digital exclusivity, luxury experience, omni-channel retailing, generational challenges, value creation and sustainable competitive advantage.

The Luxury Marketing specialization prepare to solid and successful careers in the luxury industry. Its major aim is to develop experts and multicultural executives in luxury marketing with innovative perspectives and creative skills.

The specialization offers an innovative pedagogy combining high-level and deepened academic lectures covered by academic experts/professors in luxury marketing; sessions covered by professional experts and partners from the French luxury industry; and learning by doing sessions engaging students in “Active learning”, real-life case studies, company visits, guest speakers, and students’ project teamwork.

Learning objectives

At the end of the specialization, students should have acquired the following skills:

- Understand and predict customer behavior in multi-cultural environments and implement successful marketing strategies in luxury industries.
- Master the brand management process in luxury industries and how to develop brand equity and construct strong brand portfolio.
- Apply critical and analytical skills when developing, evaluating and criticizing luxury marketing strategies.
- Know how to examine and develop strategies for launching products and services in the luxury industry.

- Master product and collection design tools and processes, value creation and sustainable competitive advantage for luxury branded products.
- Master the different communication disciplines and tools in order to develop efficient IMC strategies for luxury brands and companies.
- Master the fundamentals of digital communication processes in luxury industries. Know how to work efficiently with digital/social media experts in order to create value and relevant digital content through the digitalization of communication processes for luxury brands.
- Master the fundamentals of experiential & sensorial marketing in luxury retailing and create value for customers.
- Know how to develop hedonic and experiential omni-channel strategies providing luxury experiences all-over customer journeys.
- Know how to use digitalization in luxury hospitality to personalize luxury service and build online exclusivity and loyalty.
- Master how to take the in-store luxury experience online, and the online experience in-store.
- Know how to manage a luxury brand with an origin and manage brand heritage.
- Understand the specificities of hospitality marketing and know how to develop successful marketing strategies in this domain
- Understand the ethical issues that arise in luxury marketing contexts and develop skilful ethical decision-making practices.

Pedagogical Methods

The specialization combines several innovative pedagogical methods varying with the covered topics, building on the engagement of marketing professionals, and academic professors. The pedagogical method used in the specialization “Luxury Marketing” is combining academic teaching with “Active learning”, real-life case studies, company visits, guest speakers, and students’ project teamwork.

- Each module contains at least one writing examination.
- Each module contains at least one active learning project component (team and/or individual).
- References and reading materials are specified by the head of each course in the syllabus and during the course.

Required qualities

Luxury marketing offers exciting career opportunities. This rhymes with a significant desire to master heritage brands and network with niche market segments. Careers in luxury marketing are challenging due to the fantastic opportunities that they provide in terms of creativity, innovation and leadership experiences.

- The first quality required by this major is a strong motivation, a real interest, a hard-working capacity, and an ability to adapt and learn fast.
- The second quality required is the technical proficiency, including analytical skills and advanced computer skills.
- The third quality is curiosity, real interest to human interactions and the spirit of innovation.

Prerequisite electives

- Fundamentals of marketing (L3 – 30h)
- Choosing **minimum one** marketing elective in M1 is more appropriate – but not compulsory. Relevant electives are: Brand management and story-telling (30h), Marketing strategy (30h), Fundamentals of communication (30h), Global marketing (30h).

Courses

1. Luxury economics and perspectives - 30 hours

This first specialization course aims to explore the luxury universe, explain the luxury industry, and give an overall view of the luxury market and its main trends and evolving facets and representations. Students will better understand luxury markets' and examine their structure and competitive dynamics. They will also explore different business models and identify the main key players.

The students will examine the value chain in the luxury industry and identify the main key resources for building a sustainable competitive advantage.

Key words

- Luxury sector
- Luxury issues, trends and challenges
- luxury market overview
- Luxury goods market segmentation
- Emerging markets
- Digital disruption

2. Consumer Intelligence - 30 hours

Understanding and predicting consumer behavior in multi-cultural environments is essential to conceive and implement successful marketing strategies in luxury industries. The goal of this course is to enhance students' understanding of the psychological, sociological, cultural and decision-making concepts and models that shape postmodern consumers' behaviors and decision-making. Besides, it is essential for future luxury marketing managers to master qualitative and quantitative methods and research designs enabling them to identify and analyse the consumer's behavioral process. The second part of the course aims to induct and apply the adequate qualitative and quantitative methodologies and research designs in order to better understand customer behavior and fasten insightful marketing strategies in luxury branding and retail.

Key words

- Consumer behavior and purchase decision in the luxury context
- Luxury customers' psychology and typologies
- Consumer culture and luxury consumption in multi-cultural environments
- Customer Centric Culture (CCC)
- The new luxury consumer & millennial mindset
- Luxury consumption in emerging markets
- Luxury consumption challenges, postmodern consumer behavior and explosion of subjectivity
- Qualitative studies (Interviews, observation, ethnography, netnography)
- Quantitative studies
- Panel data

3. Brand as narratives assets in luxury markets - 30 hours

In a context where the customer is more and more volatile, hyper informed and highly solicited due to offer abundance, communication, touchpoints, it is fundamental for a brand to have a clear, powerful and consistent brand strategy. The goal of this course is to enhance students' understanding of the role of brands in luxury industries. They have to master the brand management process in the luxury industries and how to develop brand equity and construct strong brand portfolio. The course treats of brand strategy and brand management for luxury brands, brand equity, brand community and the essential communication tools such as storytelling and brand narratives.

Key words

- Brand strategy and brand management for luxury brands
- Branding models

- Brand equity in a luxury context
- Brand identity, awareness and image
- Brand visibility, desirability and territory
- Main communication tools: Storytelling and brand narratives
- Brand community

4. Strategic marketing process in luxury companies - 30 hours

The course offers an integrative and dynamic view of strategic luxury marketing management within a brand, customer, and competitor-perspective. The course aims to enhance critical and analytical skills when developing, evaluating and criticizing different marketing strategies. The module enables students to examine and develop strategies for launching products and services in the luxury industry. The course focuses on the essential concepts and issues in strategic marketing process in luxury companies: marketing plan process, STP (Segmentation, Targeting, and Positioning), value creation and sources of sustainable competitive advantage for luxury products and services.

Key words

- Strategic Marketing
- Marketing analysis process
- STP (Segmentation, Targeting, and Positioning)
- Marketing plan in a luxury context

5. Product and collection design - 30 hours

Product design is a key factor for value creation and sustainable competitive advantage. The course deals with the creation and development of luxury branded products. It reviews the new product development process in the luxury context: concept generation and testing, design research and creativity, prototype testing and test market, and innovation process (open innovation, coproduction, crowd sourcing). It equips students with main methodologies, processes and tools required in these areas.

The course focuses also on the fundamentals of a successful collection design process. It deals with the cultural and technical aspects, the research and conception processes, the creation and fashioning steps and finally the presentation of the brand collection portfolio.

The course will focus on the fashion/apparel sector but will also reference other luxury products such as spirits and jewelry brands as these provide interesting learnings.

Key words

- Evolution of Business Models in luxury design and fashion

- Concept development & luxury content generation
- Luxury products design
- Design process for products and collections
- Fashion development
- Creativity
- Innovation
- Value creation
- Co-creating value for luxury brands
- Brand heritage protection

6. Luxury experience through communication - 30 hours

This course has a double objective: first, it enables the students to master the different communication disciplines and tools in order to develop an efficient IMC (Integrated Marketing Communication) strategy for luxury brands and companies. It is designed to prepare students for marketing careers dealing with luxury companies' communication culture and facing their issues and challenges.

The course provides also the main fundamentals of digital communication processes in luxury industries. It enables students to work efficiently with digital/social media experts in order to create value through the digitalisation of communication processes for luxury brands. It examines the main digital-related disciplines: digital strategy planning, display advertising, search and visibility on the net, social media management, community management and influence.

Key words

- Integrated Marketing Communication
- Advertising
- Media planning
- Sponsorship and events
- Digital communication
- Display advertising
- Search, SEO, SEM
- Social media management
- Community management
- Brand reputation

7. Luxury experience in retail - 30 hours

The first part of this course focuses on Retail strategy and retail business models in the luxury industry. The second part focuses on the customer retail experience in store and on line. The third part aims to enable students to better understand and master alternative concepts to classical merchandising and store atmosphere techniques in the luxury field. It examines and operationalises the concepts of experiential and sensorial marketing for luxury brands.

Students will master the fundamentals of experiential marketing and understand how it can help to create value for customers as part of a successful luxury marketing strategy.

Key words

- Luxury retail strategy
- Retail business model in luxury industries
- Merchandising and store atmosphere
- Experiential retailing
- Experiential Luxury
- Experiential and sensorial marketing in luxury retailing
- Co-creation and customer merchandising participation
- Social channels
- Omni-channel retailing and generational challenges for luxury brands
- Luxury experiences through customer journeys.
- Evaluating customer experience in luxury retailing

8. Territorial marketing - 30 hours

Terroir, place, region, country-of-origin. All ways to add value to a brand, or not? As the world becomes smaller, marketers are more than ever forced to think global but act local. What exactly does being “glocal” mean, and how can marketers use this sort of strategy? Expanding on the base principles of marketing, this class will focus on what it means to manage a luxury brand with an origin. With a special focus on wine and champagne, but also looking at other types of products we consider how brand heritage related to a place can be an advantage if and when properly developed.

Key words

- Territory
- Origin products (local, regional, national, etc.)
- Luxury Products
- Dimensions of origin markers
- Keys to managing territory

9. Wine Management and Value Creation - 30 hours

While the wine and spirits sector is experiencing sustained global growth, it is still undergoing profound mutations. New competitors and rising demand from emerging countries change the way wine is developed and sold and forces actors to change their strategies by focusing on management and value creation.

The course extend the operational and strategic marketing tools applied to the wine and spirits sector. It also enhances the understanding of the issues of value creation, premiumisation and brand development.

- Cross-cultural wine management
- Branding and positioning your wine
- Promotion, Pricing and value propositions
- Design and packaging in wine and spirits
- Value creation
- Digital marketing in the wine and spirits industry

10. Wine Marketing - 30 hours

The focus of the course “Wine Marketing” will be on analysis, understanding and an intelligent perspective on how a wine may be marketed, by incorporating basic wine knowledge with marketing knowledge.

Key words

- Understanding of how consumers evaluate wines perceptually
- Gather knowledge about the field of sensory marketing
- Qualitative and quantitative techniques for advanced studies of consumer behavior with and toward wine
- Understanding the value of experiences and authenticity for wine as a product
- Understanding the value of situated and embodied cognition and learning by doing

11. Ethics in luxury marketing - 30 hours

This course provides students with a basic understanding of the issues involved in ensuring ethical marketing decision-making. Topics covered include: defining marketing ethics, relevant theories to examine ethical questions, code of conducts and ethical guidelines, ethics in relation to marketing decisions (market research, segmentation, product, price, distribution, advertising/marketing communications and search engine optimization, international marketing), socially controversial products (alcohol, tobacco..), marketing to vulnerable customer groups.

Key words

- Ethics in marketing
- Ethical decision-making
- Corporate social responsibility
- Socially controversial products
- Marketing to vulnerable population

Career opportunities

- Luxury Marketing Manager;

- Luxury Sales Advisor,
- Luxury Fashion Buyer,
- Luxury Retail Manager / Merchandiser
- Luxury Store Manager;
- Luxury Junior/Senior Sales Advisor,
- Luxury Brand Manager,
- Luxury Visual Merchandiser,
- Customer Relationship Manager,
- Communication & Public Relations Manager in Luxury Industries,
- Luxury Consultant
- Etc.

Examples of internships or jobs carried out by students after the specialization

- Assistant Luxury Store Managers,
- Assistant Luxury Fashion Buyer
- Assistant Luxury Event Manager
- Etc.

REAL ESTATE AND WEALTH MANAGEMENT – Reims campus only

Program leaders

Mme. Maryline THENOT

Mr. Stéphane FOURNEAUX

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Main teaching language

Français / *French*

Anglais / *English*

Presentation

Wealth creation has become a major challenge for countries, companies, and individuals. Managing portfolio and risks to satisfy clients' concerns requires relevant skills in many areas. The major REWM focuses on the entrepreneur and family wealth management with specific focus on transition and estate planning. In the asset allocation process, we focus on the real estate and all its features to understand perfectly this challenging and performing investment.

This program aims to train students in Real Estate & Wealth Management based on the techniques used by professionals of asset management.

Learning objectives

In terms of knowledge and skills, students will acquire at the end of the program:

- Strong knowledge in private wealth management
- A perfect understanding of the real estate market
- Relevant skills in all the aspects of an investment decision process (planning, legal and tax impacts, performance)
- Ability to solve complex problems

They will also have the opportunity to meet and collaborate with professionals in the financial (Euronext, HSBC...) and the real estate sectors (Tristan Capital Partners, PWC Luxembourg...)

Our approach involves international, national and local actors in the wealth management and real estate industry.

Pedagogical Methods

- With examples and practical cases, these courses allow students to quickly assimilate knowledge because the approach remains very concrete and synthetic;
- Students play an active role in the learning process, based on "Think-Pair-Share" and reciprocal teaching;

Required qualities

Students who wish to follow this specialization should demonstrate:

- Motivation, good economic and financial culture
- Understanding of asset management principles
- Mastering key concepts in financial mathematics

Prerequisite electives

- Investments/Marchés Financiers et Risque
- Imposition des entreprises et de leurs managers

Courses

1. ENTREPRENEUR'S WEALTH MANAGEMENT (REWM 1) - 30 hours [FI]

The class will explain the market of firms' transmission and transition with the wealth impact on managers.

- Entrepreneur's wealth management
- French entrepreneur's status (liberal, artisan...)
- Stock options
- Successor's transition
- Family business
- Family governance and wealth transfer
- Entrepreneur's challenges of growing a business

2. wealth engineering & investments (REWM 2) - 30 hours [FI]

This class will review all the investment process in order to satisfy the clients' objectives. Building investment strategies and managing risks corresponding to their concerns in particular for retirement period and estate plans for future generations.

- Wealth planning
- Traditional & alternative asset classes (equity, bonds and cash)
- Investment Policy Statement
- Life insurance in Estate Planning
- Estate planning and wealth transfer
- Strategic financial analysis for business evaluation

3. Equity Financing & Wealth Creation (REWM 3) - 30 hours

The course seeks to familiarize students with the Private Equity and Venture Capital industry. Both are crucial forms of financing when entrepreneurs have run out of other options for growth. Those options start with angel money and run through various forms of venture investments to fund new technology, make acquisitions, expand working capital, and to bolster and solidify a balance sheet.

- The Private Equity Market in Europe
- European leveraged buyouts
- Corporate Venture
- Growth, Turnaround and other Private Equity
- Commercial Diligence
- Management Packages
- Sale & Purchase Agreements
- Private Equity Real Estate

4. Assets & Portfolio Management (REWM 4) - 30 hours [FI]

This class examines the theoretical basis and practical approach to the management assets. The course objective is to acquaint students with the theoretical foundation of modern portfolio theory, to master practical skills in investment management and to justify major investment portfolio management strategy for assets (equity, fixed-income instruments, real estate...).

- Risk and return management
- Modern Portfolio Theory
- Valuation models
- Market Price Behavior
- Behavioral finance
- Active and passive portfolio management
- Strategic Asset Allocation
- Performance Measures & benchmarks
- Alternative investment with a specific focus on real estate

5. Real Estate Industry (REWM 5) - 30 hours [FI]

The class will explain the economical, spatial and societal components of the Real Estate markets. It will also explain the contribution of the real estate industry to the economy.

- Real estate protagonists
- Real estate markets
- Real estate and business cycle
- International real estate comparisons
- Financial real estate instruments
- Urban & rural real estate
- Residential property
- Social housing
- Commercial property
- Infrastructure
- Real estate project Investment

6. Hospitality & Luxury Industry (REWM 6) - 30 hours

Powered by a local partner, Société DOMAINE LES CRAYERES (SOFIC)

The class will explain the interaction between the hospitality and the luxury industry, its growth and development, industry segments and their distinguishing characteristics, trends and current concerns. Students are introduced to career opportunities and the employability skills needed to succeed in specific hospitality fields.

- History and Profile of the Hospitality Industry
- Best practices and success factors
- Prime locations
- Luxury hotels and resorts
- The French Palaces
- Managing Guest Services
- Food, Beverage and Accommodation Management
- Building and Facility Management
- Hospitality, profitability and financial statements

7. REAL ESTATE LAW AND TAXATION (REWM 7) - 30 hours [FS]

The class objective is to focus on the legal and taxation implications of real estate investments.

- Contracts fundamentals
- Law of real estate transactions
- Insurance and responsibilities
- Dispute resolution
- Building regulations
- Leasing & letting
- Finance & taxation
- Taxation of construction and development operations
- Taxation of real estate income, capital gains and mutations

8. Real Estate Securitisation & Funds Structuring (REWM 8) - 30 hours [FI]

The course places considerable emphasis on securitisation, the funding and risk transfer method of choice for an increasing number of issuers and the largest growing contribution to the global capital markets.

- Market overview and trends
- Securitisation players
- Types of credit enhancement
- Taxation in securitisation
- Phases of the securitisation process
- Structuring Phase
- The Luxembourg Securitisation Law – Key features
- Forms of securitisation vehicles
- Regulation of securitisation vehicles
- Asset classes
- Forms of securitisation transactions
- Tax specificities of securitisation funds
- IFRS – Consolidation accounting issue

- Risks on securitisation vehicles

9. Sustainable Real Estate Development (REWM 9) - 30 hours

This course will introduce the principles and elements of sustainable development. It will show how strategies are being applied to achieve outcomes that improve the financial bottom line and are good for the environment. The costs and benefits of green buildings will be discussed and students will learn how different sustainable design features contribute to asset value.

- Social, financial, and environmental sustainability
 - Definition of sustainable architecture
 - Conceptual design for sustainable buildings
 - Conservation & restoration
 - Greener portfolios with Investment Management
 - Managing green buildings with Property Management
 - Construction management
 - Geomatics
-
- Building materials & defects
 - Ethical buildings

10. Technology, Digitalisation And Construction (REWM 10) - 30 hours

The course objective is to list the digital innovations which will change economies and real estate markets, reinventing the way business is done in all industries across the globe. Students will discover that the real estate industry will become a catalyst for change, influencing organizations to invest in business infrastructure, redesign spaces and transform their business models to become more competitive within the global marketplace.

- Digital disruption
- Traditional offices vs workplace of the future
- Omnichannel and the retail industry
- Warehouse and the supply chain
- The real estate and the bloc chain revolution
- Technologies and building systems (Prop Tech)

11. Ethical Issues in Finance - 30 hours [FI]

Career opportunities

- Financial Analyst in M&A
- Sales
- Brokers
- Financial analyst
- Junior Asset manager
- Real Estate Buyer Specialist
- Debt Portfolio Manager
- Land Acquisition and Development Manager
- Retail Development & Construction Manager
- Acquisitions & Development Analyst
- Commercial Real Estate Investment Sales
- Financing/ Leasing manager

Examples of internships or jobs carried out by students after the major

- Conseiller Gestion Banque Privée, en patrimoine financier, Investissements immobiliers, en FUSAC en Banque d'Investissement
- Sales
- Brokers
- Developper
- Analyste Financier/Crédit Junior
- Asset manager junior (actifs financiers/ immobiliers)

SUPPLY CHAIN MANAGEMENT AND PURCHASING – Rouen campus only

The specialization in Purchasing and Supply Chain Management provides robust knowledge about the business activities carried out in Supply Chains consisting of large or small firms. The content of the Supply Chain Management and Purchasing specialization gives a full view of the Supply Chain with a particular emphasis in Purchasing and Development and a balanced professional training between Strategy, Processes, Organization and Information Systems. The specialization combines class sessions, in which students can develop the theoretical skills, with practical experiences in which students can learn from the on-site operations and decisions. Thus, the structure of the specialization meets the expectation of recruiters. The Supply Chain Management and Purchasing specialization may be also interesting for students envisaging a professional career on Finance or Marketing because the inter-relationship of such subjects with SC are essential for the success of an organization.

Learning objectives :

The main objective of the specialization is that students learn the tools for making decisions that lead to maximizing the performance of the firms in terms of organization, planning, productivity, quality, and cost reductions in competitive environments. In particular, by the end of the specialization the students will be able:

- To understand and to implement the different tools for optimizing the organization of a firm;
- To model the business processes and operations for the continuous improvement of a firm;
- To understand and to deal with the impact of working in Supply Chain environments

COURSES

- Information Systems for Supply Chain Management
- Management Sciences
- Strategic Purchasing
- Strategic Supply Chain Management
- Sustainable Operations and Process Management
- Green SCM and CSR
- Information Systems for SCM
- Introduction to programming and simulation
- Lean Management
- Managing Quality for SCM
- Operations and Process Management

GRADING SYSTEM

		NEOMA BS Grade		GPA
EXCELLENT - outstanding performance with only minor errors	EXCELLENT – performance remarquable avec des erreurs mineures	17 - 20	A+	4
		15 – 16,99	A	3,75
VERY GOOD - above the average standard but with some errors	TRÈS BIEN - supérieur à la norme moyenne, mais avec quelques erreurs	14 – 14,99	B	3,5
GOOD - generally sound work with a number of notable errors	BON – bon travail correct mais avec un certain nombre d'erreurs notables	12– 13,99	C	3
SATISFACTORY - fair but with significant shortcomings	SATISFAISANT – travail correct ayant quelques lacunes importantes	11 – 12,99	D	2
SUFFICIENT - performance meets the minimum criteria	SUFFISANT - la performance répond aux critères minimaux	10 – 10,99	E	1,5
FAIR - some more work required before the credit can be awarded	INSUFFISANT - un travail supplémentaire est nécessaire pour attribuer les crédits	8 – 9,99	FX	1
FAIL - considerable work is required	ECHEC - un travail considérable est requis pour attribuer les crédits	0 – 7,99	F	0