

## Courses in M1 - Core curriculum

### IIM US172N & U : Management & Financial Accounting

#### Description

Understanding of financial information to support economic decisions, to motivate desired behavior, and to evaluate performance. Understanding and use of analytical methodologies for decision-making and control in profit-directed organizations. It also defines product costing, budgetary control systems, and performance evaluation systems for planning, coordinating, and monitoring the performance of a business. It shows the ways in which organizations can foster strategic successes by the optimal use of accounting information.

#### Selected topics

Purposes and actors of accounting information, standards, management accounting and financial accounting;  
Balance sheet, planning, accounting statements;  
Cost analysis principles;  
Functional cost analysis;  
Activity based cost;  
Activity based management.

**80 hours - 8 ECTS**

### IIM US172P : Marketing

#### Description

This course explores the key concepts and processes of marketing, from the perspective of the general manager : Customer analysis (including buyer behavior and market segmentation) provides the foundation for marketing strategy (involving product policy, pricing, communication, and channels of distribution). Issues of marketing in a digital world are also considered.

#### Selected topics

Conceptual foundations;  
The Marketing Environment;  
Customer Buying Behavior, customer acquisition and retention;  
Value-based marketing;  
Developing and Managing Products;  
Pricing Concepts/Setting Prices;  
Marketing in a digital world;  
Marketing communications;

Distribution channels.

**80 hours - 8 ECTS**

## **IIM US172Q : Human Resources Management**

### **Description**

This course examines the evolving human resources function within today's organizations. Topics include the changing environment of human resources management ; managing human resources in the global community ; human capital development ; human resources processes and systems ; strategic human resources management planning ; role of human resources management in the global corporate performance ; contemporary issues of human resources management.

### **Selected topics**

Evolving role of Human Resources management;  
Managing human resources in a global community;  
Human capital development;  
Individual vs. collective dimension;  
Human resources management processes and systems (recruitment, training, development);  
Legal aspects of human resources management;  
Conflict management.

**50 hours - 6 ECTS**

## **IIM US172R : Organization Theory**

### **Description**

This course examines modern concepts of effective management. Discussions focus on foundations, theories, and literature for designing effective organizational relationships. Integrate new concepts and models from organization. It will help to integrate new concepts and models of organization theory with changing events in the real world of organizations, diagnose, respond to emerging organizational needs and problems, and apply a contingency approach to the management of real organizations.

### **Selected topics**

Organizations and organization theory;  
Strategic management and organizational effectiveness;  
Organization structure and design;  
Organization design processes;  
Managing dynamic processes;  
Strategy and structure for the future.

**60 hours - 7 ECTS**

## **IIM US172W : Finance**

## **Description**

Introduction to corporate finance and capital markets. Topics include project and company valuation, real options, measuring risk and return, stock pricing and the performance of trading strategies, corporate financing policy, the cost of capital, and risk management. Course provides a broad overview of both theory and practice.

## **Selected topics**

Capital budgeting;  
Risk, return, opportunity cost of capital;  
Corporate financing, market efficiency;  
Decision rules for investment;  
Debt policy;  
Financing, valuation options.

**80 hours - 8 ECTS**

# **IIM US172S & X : Management of the Firm principles and best practices**

## **Description**

This course helps understand the operating system of a firm as well as the different modalities of its management. It integrates the ways to diagnose this operating system and to define the evolution /change directions for a business enterprise. It will provide necessary skills to manage business activities and conduct teams from a managerial perspective.

## **Selected topics**

Object and nature of management;  
Principles and tools of general policy : activities, processes, actors;  
Cycle of operational management;  
Strategic management;  
Managerial tasks and responsibilities in the social proximity.

**80 hours - 8 ECTS**

# **IIM UA1719 : Integrative group project**

## **Description**

The learning of the first year is applied in a team-based experience that allows students to learn by action in the real work world. Monitored by a professor, each group of students will conduct a project related to a live business and managerial issue. Each group must submit a 10 000 word report that embodies the outcomes of their project and defend them in an oral presentation.

**200 hours - 15 ECTS**

## **Courses in M2 - Specializations:**

Transversal Management Courses;  
Courses in M21 - PMBE;  
Courses in M22 - SDQM;  
Courses in M23 - IBCD;  
Courses in M24 - EBAM;  
Supporting Placement Courses.