

CEFAM

CENTRE D'ETUDES FRANCO-AMERICAIN
DE MANAGEMENT LYON AND USA

CEFAM UNDERGRADUATE COURSE CATALOGUE 2024 - 2025



Boston



Philadelphia



NYC



Albany



Lawrenceville



West Long
Branch



Fredericksburg



Philadelphia



San Francisco



Fredericton



Quebec

A Message from the Dean



Dear CEFAM Student,

Today I welcome you to the CEFAM community, comprised of students from all over the world, a multi-cultural faculty and administration, international educational and corporate partners, and over 1 200 alumni. We are all working together to make your educational experience at CEFAM the best it can be and start you off on the international path to success.

Since 1986, CEFAM's mission has been to prepare students for an international career in the world of business and management, using the educational model of the best American business schools, admired and respected throughout the world. CEFAM continues to be leader in business education through its innovative pedagogical approach, combining the needs and expectations of today's companies with our students' personal, academic, and career development plans.

Enjoy your time with us as a CEFAM student, take full advantage of everything CEFAM has to offer; and remember, BE CEFAM and enjoy!

Kind regards,

Karine CHAUX
Dean

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Established

1986

Campus

Campus HEP
René Cassin

School colors

Blue and White

Student-to-faculty ratio

14 to 1

Diversity

Over 25 different
nationalities represented
within the student body and
faculty

Affiliated Universities

Northeastern University, USA
Pace University, USA
Menlo College, USA
Rider University, USA
Siena College, USA
Temple University, USA
The University of New
Brunswick, Canada

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GENERAL INFORMATION

ABOUT CEFAM

Established in 1986, CEFAM is an International Business School based in Lyon, France, working in partnership with North American AACSB-accredited universities, including:

- **Menlo College**, Atherton, California, USA
- **Northeastern University**, Boston, Massachusetts, USA;
- **Pace University**, New York City, USA;
- **Rider University**, Lawrenceville, New Jersey, USA;
- **Siena College**, Loudonville, New York, USA;
- **Temple University**, Philadelphia, Pennsylvania, USA;
- **The University of New Brunswick**, Fredericton, Canada

By definition, the CEFAM Program is international, and open to students of all nationalities who wish to pursue their business studies from an international perspective. Located in Lyon, an important European crossroads, CEFAM has built its reputation on both the high academic standards it offers and expects of CEFAM students, and on the Euro-American framework within which such standards are attained.

The CEFAM Program follows the American Liberal Arts tradition in education, allowing CEFAM students to study business and non-business subjects. Credits earned at CEFAM are transferable to the affiliated partner universities where CEFAM students complete their course work and obtain their Bachelor of Business Administration Degree (BBA).

Once CEFAM students obtain their BBA from the partner university, they simultaneously receive their CEFAM Degree, entitled "Manager des Organisations à l'International", with the official French Governmental Index, RNCP (*Repertoire National des Certifications Professionnelles*). Qualifying BBA graduates may then, of course, choose to continue their academic career and pursue an MBA or Master's degree.

At CEFAM, courses are taught in English by professors with advanced educational degrees and considerable experience in their particular professional area. CEFAM students benefit from a close-working environment and high professor-student contact level to ensure optimal conditions for a business education in an international setting.

In addition, the CEFAM program has incorporated 8 months of corporate experience into its undergraduate curriculum. All students must complete at least two distinct internship periods, in France or internationally, during the first three years of the CEFAM program. This real-life exposure to companies and how they function is an indispensable element of our program.

When CEFAM students arrive in the United States, or Canada to complete their final year of undergraduate study, they are well prepared for the challenges that await them both inside and outside the classroom. Our students on average do as well, if not better, academically than their North-American counterparts and many CEFAM students graduate with honors. After graduation, students take on average only 3.5 months to find employment in their field.

For further information on CEFAM, please contact:

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CEFAM is a 2007 recipient of an ERASMUS university Charter and a member of the following professional bodies:

- AACSB (*Association for the Advancement of Collegiate Schools of Business*)
- EMA (*European Management Academy*)
- EAIE (*European Association for International Education*)

In Affiliation with AACSB Accredited North American Universities



While every effort has been made to ensure accuracy, the policies and information presented in this catalog are subject to change without prior notice. All qualified students – regardless of race, sex, color, creed, age, handicap, sexual orientation, or national origin – are welcome at CEFAM.

VISION STATEMENT

CEFAM's aim is to be the school of reference in Management and International Business for students from all over the world who want to:

- choose an educational program where international management is synonymous with respect, ethics, exchange, self-esteem, and the value of others;
- benefit from a high quality education based on the model of the best American business schools, admired and recognized throughout the world;
- live an international and intercultural experience every day;
- benefit from an education combining Liberal Arts and business theory, resulting in a better understanding of today's constantly changing world;
- experience a program taught in English which also emphasizes the importance of learning other foreign languages;
- capitalize on the opportunity of international professional experience;
- be taught by a highly qualified international faculty with advanced degrees in their fields and rich professional experience;
- learn ethical management and responsible, exemplary and supportive professional behavior;
- discover an alternative way of learning: small class size, innovative work methods, modular course programs, group work;
- obtain two degrees simultaneously: one European and the other American, degrees recognized throughout the world;
- develop a global corporate vision on an international level;
- grow and learn in an environment where taking initiatives is valued and where each individual is taken into consideration and encouraged.

OUR MISSION

As an undergraduate, teaching-focused institution, CEFAM prepares students for business careers in a changing global economy by fostering an international and multi-cultural learning environment, providing personalized support, and promoting integrity, ethics and social responsibility.”

Since 1986, CEFAM’s mission has been to prepare students for an international career in the world of business and management, using the educational model of the best American business schools, admired and copied throughout the world.

CEFAM was a pioneer in the implementation of an innovative pedagogical approach centered on both the students and their professional and personal development plans, and the needs and expectations of today’s companies.

At CEFAM, students are encouraged to participate in their education through personalized planning of their academic goals and by a formalized approach, both humane and professional, in a global environment.

We prepare our students to be future business executives, decision makers, and experts by not only training them in the latest business and management theories, but also by placing major importance on cultural awareness and the Liberal Arts tradition of American Universities.

CEFAM’s diverse and intercultural student body and faculty have led to the development of an educational approach centered on ethical and responsible management on an international scale. Interdisciplinary approaches; cutting-edge teaching techniques; open-mindedness and tolerance; responsible, exemplary, supportive behavior, these are the keys to our vision.

We share the values of entrepreneurship, global orientation and vision, humanism, and integrity. We encourage our students’ personal development through critical thinking, intellectual rigor and curiosity, honesty, initiative, reliability, team spirit, and openness to difference and innovation.

ACADEMIC PHILOSOPHY

Differentiated Pedagogy

CEFAM's academic philosophy, one of differentiated pedagogy, is consistent with CEFAM's mission, and designed to encourage learning beyond the classroom. Students, guided by our faculty, become more involved in, and take more responsibility for their learning. They learn the exemplary and professional attitudes and behaviors expected of them in a corporate setting. CEFAM's philosophy is based on personal and professional excellence, for both students and faculty.

CEFAM's Faculty is committed to:

- providing high quality and professional teaching of management subjects in accord with the expectations of our corporate partners;
- maintaining the high academic standards found throughout the CEFAM program;
- emphasizing a transversal approach to learning and a global view of companies, so essential to management today, through case studies and common examples presented in multiple course modules;
- innovating teaching and learning techniques (lectures, hands-on experience, e-learning, etc.);
- teaching in English, the international language of business, while emphasizing the importance of other foreign languages;
- maintaining a balance in course development between theory and practical application (case studies, internships, professional company missions);
- exposing CEFAM students to the world of business through their own international professional experience, conferences, multicultural work groups, international internships, participation in the International Semester program, etc;
- encouraging an entrepreneurial attitude among students by remaining reactive to company needs through a program based on adaptability, open-mindedness, and the realities of the international business community;
- dealing with each student in the same professional manner;
- knowing how to support, encourage, and value each student;
- respecting differences; considering each individual without favoritism; remaining humble.

BUSINESS PROGRAM DUAL DEGREE

**TITRE RNCP NIVEAU 7 :
« MANAGER DES ORGANISATION A L'INTERNATIONAL »
And
BBA FROM ONE OF CEFAM AACSB US OR CANADIAN PARTNER
SCHOOLS**

CEFAM is committed to ensuring that every student obtains a high-quality education that includes hands-on corporate experience and exposure to a wide variety of academic subjects. Based in part on this commitment, CEFAM has established its own academic requirements, independent of those of our partner universities. Students are reminded that all courses, internship periods, internship workshops and conferences are an integral part of the CEFAM program and required for completion of the undergraduate program whether in France or in the United States.

Each element of the CEFAM program (courses, internships, workshops, etc.) is mandatory and must be satisfactorily completed in accordance with CEFAM’s graduation requirements and the transfer agreements with its affiliated partner universities. The academic organization of the program, however, may be adapted, in certain cases and with prior approval by the Director of Studies, to meet individual student’s needs.

BUSINESS PROGRAM FRESHMAN YEAR			
FALL SEMESTER	ACCT 115	Introduction to Financial Accounting 1	3 credits
	COMP 110	Business Computer Applications	3 credits
	ECON 120	Principles of Microeconomics	3 credits
	ENGL 110	English Composition 1	3 credits
	ENGL 120	Communication & Academic Methodology	3 credits
	MATH 110	Basic Quantitative Foundations for Business 1	3 credits
	MKTG 210	Principles of Marketing	3 credits
	FL 100	Foreign Language module	3 credits
SPRING SEMESTER	ACCT 121	Introduction to Financial Accounting 2	3 credits
	COMP 125	Introduction to Management Information Systems	3 credits
	ECON 110	Principles of Macroeconomics	3 credits
	ENGL 130	English Composition 2	3 credits
	MATH 120	Basic Quantitative Foundations for Business 2	3 credits
	MGMT 100	Professional Workshop 1	1 credit
	MGMT 110	Introduction to Management	3 credits
SUMMER 1	ACCT 130	Introduction to Managerial Accounting	3 credits
	ENGL 170	Public Speaking	3 credits
SUMMER 2	MGMT 200*	2-month internship (July-August) The MGMT 200 course module, entitled <i>Research & Development</i> , corresponds to the mandatory 2-month internship completed by all CEFAM students. A written internship report & oral presentation are required of students during the semester following the internship. The MGMT 200 grade is based on the quality & pertinence of the written internship report and the oral presentation.	1 credit

BUSINESS PROGRAM SOPHOMORE YEAR

		FALL SEMESTER	
		Course	Credits
FALL SEMESTER	BLAW 115	Introduction to the Legal Environment of Business	3 credits
	DSCI 210	Business Statistics	3 credits
	ENGL 230 or HIST 210	American Literature or American History (1660-1877)	3 credits
	FINC 210	Introduction to Managerial Finance	3 credits
	MGMT 220	Organizational Behavior	3 credits
	MKTG 230	International Marketing	3 credits
	MKTG 210	Principles of Marketing	3 credits
SPRING SEMESTER	DSCI 220	Quantitative Techniques	3 credits
	ECON 210	Intermediate Macroeconomics	3 credits
	ENGL 230 or HIST 210	American Literature or American History (1660-1877)	3 credits
	FINC 220	Intermediate Managerial Finance	3 credits
	PHIL 120	Intellectual Heritage	3 credits
	PHIL 130	Dimensions of Diversity	3 credits
SUMMER	TOEFL	TOEFL Preparation	

BUSINESS PROGRAM JUNIOR YEAR

		FALL SEMESTER	
		Course	Credits
FALL SEMESTER	ARTS 210	Art History	3 credits
	BLAW 210	The Legal Environment of Business	3 credits
	BUSI 210	International Business & Ethics	3 credits
	FINC 230	International Finance	3 credits
	MGMT 210	Professional Workshop 2	1 credit
	NSCI 210	Environmental Science	3 credits
	POLS 210	Issues in International Politics	3 credits
SPRING SEMESTER	MGMT 300	<p>6-month Internship</p> <p>The MGMT 300 course module, entitled <i>Career Planning & Management</i>, corresponds to the mandatory 6-month internship completed by all CEFAM students. A written internship report & oral presentation are required of students after the completion of the internship.</p> <p>The MGMT 300 grade is based on the quality & pertinence of the written internship report and the oral presentation.</p> <p>Students planning to stay at CEFAM, in France for their Senior year must complete their 6-month internship in a foreign country.</p>	3 credits

Course Calendars, Syllabi, and class materials are available on CEFAM's
Mon Campus: www.moncampus.groupe-igs.fr

Senior Year

The CEFAM program offers three options to students for the completion of their undergraduate degree:

- ✓ Spend their 4th academic year at one of CEFAM's partner universities in the United States. Students are free to choose their major from among various fields, including but not limited to Marketing, Finance, International Business, Risk Management and Insurance, Supply Chain Management, Management Information Systems, or Human Resources. The majors offered and the exact course requirements vary based on the university and the students' choices.
- ✓ Spend their 4th and 5th academic years at the University of New Brunswick, in Canada. Students are free to choose their major from among various fields, including but not limited to Marketing, Finance, Supply Chain Management. Students will have to complete 60 credit hours (4 semesters) to be eligible for the BBA of the university of New Brunswick. All the 103 credit hours earned during the curriculum in Lyon remain mandatory to obtain the CEFAM degree.
- ✓ Spend their 4th academic year at CEFAM in Lyon. Students have the choice between two majors: Finance or Marketing; in addition, they can complete an optional 6-month internship or a semester abroad in one of our partner universities.

Students who decide to finish their final year of study at CEFAM will have to validate the following classes depending of the major they will choose (either Finance or Marketing).

SENIOR YEAR _ MAJOR IN FINANCE			
FALL SEMESTER	ACCT 410	Intermediate Financial Accounting 1	3 credits
	BUSI 410	Business Ethics	3 credits
	ECON 410	International Economics	3 credits
	FINC 420	Financial Planning & Analysis	3 credits
	MGMT 410	Strategic Management & Organizational Policy	3 credits
SPRING SEMESTER	ACCT 420	Intermediate Financial Accounting 2	3 credits
	COMP 410	Information Technology for Finance	3 credits
	DSCI 410	Operations & Supply Chain Management	3 credits
	FINC 430	Portfolio Management	3 credits
	FINC 440	Sustainable Finance	3 credits

Students entering our program directly in the Senior year (after completing a level 6 degree) must add a 6-month internship during the summer and the fall semester following their year of class. Students who complete the entire curriculum since the freshman year, but who completed their six-month internship in France must complete another internship in a foreign country in a language that differ from their mother tongue in order to meet CEFAM's graduation requirements.

SUMMER + FALL SEMESTER	MGMT 501	<p>6-month internship</p> <p>The MGMT 501 course module, entitled <i>Global Career Development Internship</i>, corresponds to the mandatory 6-month internship completed by CEFAM students in the Senior year program.</p> <p>. A written internship report & oral presentation are required of students after the completion of the internship.</p> <p>The MGMT 3501 grade is based on the quality & pertinence of the written internship report and the oral presentation.</p>
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SENIOR YEAR _ MAJOR IN MARKETING

FALL SEMESTER	DSCI 410	Operations & Supply Chain Management	3 credits
	MKTG 410	Consumer Behavior	3 credits
	MKTG 420	Advertising	3 credits
	MKTG 450	Sales Management & Negotiation	3 credits
	MKTG 470	Data Management for Business Strategies	3 credits
SPRING SEMESTER	BUSI 410	Business Ethics	3 credits
	ECON 410	International Economics	3 credits
	MGMT 410	Strategic Management & Organizational Policy	3 credits
	MKTG 430	Marketing Research	3 credits
	MKTG 460	Digital Marketing	3 credits

Students entering our program directly in the Senior year (after completing a level 6 degree) must add a 6-month internship during the summer and the fall semester following their year of class. Students who complete the entire curriculum since the freshman year, but who completed their six-month internship in France must complete another internship in a foreign country in a language that differ from their mother tongue in order to meet CEFAM's graduation requirements.

SUMMER + FALL SEMESTER	MGMT 501	<p>6-month internship The MGMT 501 course module, entitled <i>Global Career Development Internship</i>, corresponds to the mandatory 6-month internship completed by CEFAM students in the Senior year program.</p> <p>. A written internship report & oral presentation are required of students after the completion of the internship.</p> <p>The MGMT 3501 grade is based on the quality & pertinence of the written internship report and the oral presentation.</p>
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BUSINESS PROGRAM DEGREE REQUIREMENTS

Upon completion of all graduation requirements, students who decide to complete their Senior year in one of our Partner Universities, are simultaneously awarded the Bachelor of Business Administration degree from the university they attended during their last year of study, and the certified CEFAM degree, accredited Level 7 by the French Government (« Manager des Organisations à l'International»; code NSF 310M, registered by the French Government in the RNCP under number 36203 by decision of France Compétences on February 25, 2022).

CEFAM students transfer approximately 80% of the credit hours from CEFAM in Lyon to one of the school's six partner universities in the United States; the students complete the remaining credit hours and/or requirements necessary to be eligible for graduation at the Host University or college.

Degree requirements for the Bachelor of Business Administration vary based on the university and the major(s). CEFAM students are informed and advised on university policies during their program both in France and in the United States.

For most majors, the BBA is obtained after ten additional three-credit courses, except at Northeastern university which requires twelve additional four-credit courses, one additional one-credit course, and a semester in co-op. If the student chooses to complete a double major, the number of necessary courses will be defined by the university.

Students who choose to complete their 4th year at CEFAM obtain, upon successful completion of the program requirements, the CEFAM degree, certified Level 7 by the French government. They also have the option of continuing their education with an MBA or Master of Science degree.

CEFAM students who choose to complete their studies in Canada, transfer 60 credit hours to The University of New Brunswick; they will have to complete the remaining 60 credit hours necessary to be eligible for graduation at The University of New Brunswick (2 years /4 semesters). Even if The University of New Brunswick transfers less credit hours than our American partner schools the credit hours earned in the curriculum in Lyon remain mandatory to be eligible for the CEFAM degree.

CEFAM has academic agreements with 6 American universities and 1 Canadian university who recognize its academic program by transferring the academic credits of successfully completed courses in Lyon. CEFAM students earn 103 academic credits during their 3 years in Lyon and transfer to one of the six partner universities in their fourth year. The students then complete the remaining credit hours and/or requirements necessary to be eligible for graduation from the BBA program at the host University or college.

The following requirements must be met to receive the CEFAM Degree certified Level 7 by the French government:

If the 4th year is spent in one of CEFAM's partner universities:

- ✓ Successful completion (grade \geq C) of all the courses required by the student's academic program in Lyon and in the partner school according to the selected major;
- ✓ Successful completion (grade \geq C) of all mandatory company internship periods;
- ✓ Cumulative GPA of 2.5 minimum;
- ✓ A minimum of 96 academic course credits earned at CEFAM Lyon plus 4 internship credits;
- ✓ Successful completion of all BBA graduation requirements as outlined by the partner university in which the students spend their final year.
- ✓ Validation of all certifying assessments.
- ✓ Successful completion of the Business Game "Marketplace" (3 credits) during the last semester of class.

If the 4th year is spent at CEFAM in Lyon:

- ✓ Successful completion (grade \geq C) of all the courses required by the student's academic program in Lyon; according to the selected major (129 course credits and 4 internship credits);
- ✓ Successful completion (grade \geq C) of all mandatory company internship periods;
- ✓ Cumulative GPA of 2.5 minimum;
- ✓ Successful completion of a six-month internship in a company where the working language is not their mother tongue.
- ✓ Validation of all the certifying assessments.
- ✓ Successful completion of the Business Game "Market Place" (3 credits) during the last semester of class.



**BACHELOR OF ART
INTERNATIONAL
RELATIONS**

SIENA COLLEGE

CEFAM is committed to ensuring that every student obtains a high quality education that includes exposure to a wide variety of academic subjects. Based in part on this commitment, CEFAM has established its own academic requirements, independent of those of our partner universities. Students are reminded that all courses, internship periods, internship workshops and conferences are an integral part of the CEFAM program and required for completion of the undergraduate program whether in France or in the United States.

Each element of the CEFAM program (courses, internships, workshops, etc.) is mandatory and must be satisfactorily completed in accordance with CEFAM's graduation requirements and the transfer agreements with its affiliated partner universities. The academic organization of the program, however, may be adapted, in certain cases and with prior approval by the Director of Studies, to meet individual student's needs.

BACHELOR OF ART IN INTERNATIONAL RELATIONS			
FRESHMAN YEAR			
FALL SEMESTER	COMP 110	Business Computer Applications	3 credits
	ECON 120	Principles of Microeconomics	3 credits
	ENGL 110	English Composition 1	3 credits
	ENGL 120	Communication & Academic Methodology	3 credits
	POLS 110	Introduction to Political Theory	3 credits
	FL 100	Foreign Language module	3 credits
SPRING SEMESTER	ECON 110	Principles of Macroeconomics	3 credits
	ENGL 130	English Composition 2	3 credits
	MATH 120	Basic Quantitative Foundations for Business 2	3 credits
	MGMT 100	Professional Workshop 1	1 credit
	POLS 200	Research Design & Qualitative Methods	4 credits
	POLS 210	Issues in International Politics	1 credit
SUMMER 1	ENGL 170	Public Speaking	3 credits
	Elective	Online remote class from Siena College	3 credits
SUMMER 2		Optional 2-month internship (July-August)	1 credit

BACHELOR OF ART IN INTERNATIONAL RELATIONS SOPHOMORE YEAR

FALL SEMESTER	ARTS 210	Art History	3 credits
	ENGL 230	American Literature	3 credits
	HIST 210	American History (1661-1877)	3 credits
	MGMT 210	Professional Workshop 2	1 credit
	PHIL 130	Dimensions of Diversity	3 credits
	POLS 310	Understanding the European Union	3 credits
	POLS 320	International Organization	3 credits
SPRING SEMESTER	BLAW 210	The Legal Environment of Business	3 credits
	ECON 310	Political Economy	3 credits
	HIST 320	US since the Civil War	3 credits
	NSCI 210	Environmental Science	3 credits
	PHIL 120	Intellectual Heritage	4 credits
	POLS 330	International Law & Diplomacy	3 credits
SUMMER 1	TOEFL	TOEFL Preparation	3 credits
	Elective	Online class from Siena College	3 credits
SUMMER 2		Mandatory 2-month internship (graded by Siena College)	3 credits

2 Semesters must be completed at Siena College to obtain the Bachelor of Arts degree.

INTERNATIONAL RELATION PROGRAM DEGREE REQUIREMENTS

Upon completion of all graduation requirements, at CEFAM and at SIENA COLLEGE, students will obtain Siena's Bachelor of Art in International Relations.

CEFAM students transfer approximately 80% of the credit hours from CEFAM in Lyon to Siena College; they complete the remaining credit hours and/or requirements necessary to be eligible for graduation at Siena college.

Students must complete all the classes in Lyon with a minimum grade of C in order to be able to transfer the required credit hours to Siena College. The remaining 36 credit hours will be validated at Siena College during the last two semesters of classes.

Students will have to complete a two-month internship during their summer of the sophomore year of study.

Students will cumulate 75 credits at CEFAM and 45 credits at Siena College (6 of those will be acquired online through the first two years of classes + 3 credit hours related to the two-month internship).

Once the students cumulate 120 credits, they will receive Siena College's Bachelor of Art degree (BA) in International Relations.

CEFAM ACADEMIC POLICIES and PROCEDURES

ATTENDANCE POLICY

Students at CEFAM are expected to attend all courses for which they are registered. Class attendance is mandatory and followed closely by CEFAM Faculty and Administration.

CEFAM's attendance policy is the following:

- Classes begin once roll has been called by the professor
- Once the door has been closed by the professor, NO STUDENT may enter the classroom. Any student who wishes to provide an explanation concerning his/her delay should report to the Administration. Please note that the student WILL NOT GAIN ADMITTANCE by doing so.
- In case of absence, students must provide a medical certificate attesting to illness within 8 days of the absence. No justification for absence will be accepted after that time.
- Each professor establishes his or her own policy concerning class absences. All policies, however, are based on the same common principles: EMPHASIS on the importance of each assignment, presentation, quiz, reports, etc. completed during the semester; REINFORCEMENT of the absolute need for regular class attendance and participation; DESIRE to help each student succeed in passing the class. Each professor will clearly state his or her attendance policy in the course syllabus (available on CEFAM's collaborative platform (Beecome.io).

A "justified" absence is still considered an absence; students are responsible for the work assigned (or due) and the information covered whether or not they are present in a given class session.

EXAM POLICY

CEFAM considers any form of academic dishonesty to be reprehensible and believes that dishonest behavior of any kind reduces a student's chances of success professionally and academically.

Some examples of academic dishonesty which will result in severe sanctions include, but are not limited to:

- All forms of plagiarism from any source (text books, internet, another student's work, etc.),
- Any form of communication (through speaking, writing, or gestures) during examinations,
- Any behavior expressly prohibited by the professor or the administration during examinations,
- The presence of any object or document expressly prohibited by the professor or the administration during examinations,
- The presence of cell phones or other electronic devices during examinations.

Student who violate CEFAM's policy expose themselves to sanctions ranging from an F in the course to being immediately and permanently expelled from **CEFAM**. The appropriate sanction will be decided on by CEFAM's disciplinary counsel.

CEFAM's academic dishonesty policy is clearly stated in the academic contract signed by students when they confirm enrolment at CEFAM. Enrollment and registration at CEFAM imply understanding and acceptance of all CEFAM policies.

Absolutely no late arrivals will be tolerated for exams; any student who arrives after the exam room door has been shut will automatically receive an F for the exam.

In the case where a student is absent for an exam due to extenuating, extreme, and verifiable circumstances, the administration, with the professor concerned, will decide what measures are to be taken.

COURSE REGISTRATION

During the first semester at CEFAM, each registered student receives a standard course program that can be used to follow and monitor student results and progress in program completion. Please note that no more than seven three-credit courses can be taken during a given semester.

Each student's course program is reviewed with the administration, adjusted if necessary, and confirmed at the end of each semester. Once a student's program has been confirmed for a given semester, it can be modified only in certain cases (approved by the Director of Studies) and only during the first week of classes (before Friday, September 8, 2023 at 17h00, for fall semester 2023 and before Friday, January 19, 2024, 17h00 for spring semester 2024).

In other words, students can only drop a course from their program with no financial or academic penalty during the first week of each semester.

Students may withdraw from a course after the first week of classes and until October 13, 2023 for the Fall semester, until March 1, 2024 for the Spring semester and until May 26, 2024 for the summer session with prior approval from the Director of Studies. In the case of a course withdrawal, a W will appear on the student's transcript, the course will be billed and the class will have to be retaken by the student.

After these dates, it is no longer possible to drop or withdraw from a course for any reason.

ACADEMIC PROBATION

Students whose cumulative GPA drops below 2.0 are automatically placed on *Academic Probation*. A student placed on Academic Probation must absolutely obtain a period GPA of at least 2.5 during the first semester on probation. The student must also obtain a cumulative GPA of at least 2.5 at the end of the second semester on probation. **If the student fails in achieving either of these objectives, he/she may be permanently expelled from the CEFAM.**

All students, and especially those students who have a cumulative GPA situated between 2.0 and 2.5, are encouraged to take advantage of available resources, including professors' office hours, review sessions, CEFAM's e-campus, workshops, on-line materials, etc. and find the support they need. The CEFAM Administration and Faculty are available and willing to help all students succeed at CEFAM.

GROUP and/or SCHEDULE MODIFICATION

Under no circumstances are CEFAM students permitted to change their group assignment or modify their course registration or schedule on their own. Professors are not authorized either to decide group or schedule changes, nor may they accept students' decisions, without previous authorization from the administration.

**Hélène KAYSER and Kaori TSUJIOKA are the only people
authorized to make a group or schedule change.**

In the case of modification, a document confirming the change will be provided to faculty.

GRADING SYSTEM

The grading system used at CEFAM, based on percentages and letter grades (*A to F*) having a numerical value (from 4 to 0), is identical to that used by our partner universities in the United States and Canada.

For each course, the professor establishes the different elements that constitute overall course evaluation as well as the weight of each element expressed as a percentage. Three major elements are usually found in each course: a mid-term examination, a final examination, and a class participation grade which generally counts for 20 % of the final grade. The class participation grade will be based on attendance, active and constructive in-class participation, and a positive and respectful attitude. Students are expected to be present for each class meeting, to be prepared to ask questions and offer solutions, and to have a professional and pro-active approach to learning.

Ten percent of every graded assignment (report, project, essay, etc.) will correspond to the quality of written expression in English.

In addition to the three-evaluation criteria common to all CEFAM courses, professors may choose to include other completed course work (homework, presentations - group and individual, quizzes, projects, etc.) in the calculation of the student's final grade. The professor will average the results of the work produced during the semester to calculate each student's final grade for the course. The final grade takes the form of a letter grade ranging from A (excellent) to F (failing).

As indicated in the table below, the letter grades A to F correspond to a numerical value (from 4 to 0). A student's average for a given semester (GPA – Grade Point Average) is calculated using the final grade, and its numerical value, for each course taken during the semester. The cumulative GPA represents the average of all the final grades received during enrolment at CEFAM. Those students who maintain a cumulative GPA of 3.33/4.00 with no grade lower than C (2.00) during the semester are named to the Dean's List for that semester.

The main objectives for all CEFAM students must be 1) to successfully complete each course taken (minimum of C) and 2) to be named to the Dean's List each semester.

STUDENT LIFE

Every year, CEFAM welcomes students from over thirty different countries to its innovative educational program. Many, but not all, come from international backgrounds, having traveled to and lived in cultures other than their own while growing up; others have more traditional backgrounds. Whatever their background though, the students who choose CEFAM are looking for something special, an option to the French educational system. They are looking for a school that offers a quality education combined with the reputation and international recognition of North American universities.

For CEFAM's over 300 students, the future is international - they will live, work, learn, and grow in countries throughout the world in the years to come. The diversity, open-mindedness, and general appreciation for differences that CEFAM offers will help them achieve both their personal and professional goals.

Students are encouraged to take initiatives and contribute to the CEFAM community through associations, activities, and projects. Student projects can range anywhere from organizing school events and community food drives, to fundraising or participating in an international car race for students (www.4ltrophy.com). Faculty advisors provide guidance, but students are responsible for their projects from beginning to end and learn firsthand how satisfying it can be to make academic theory work in real life.

CEFAM believes that a work life balance is an essential element of success. Our students work hard, but also know how to have fun, relax, and enjoy their classmates, professors, and school outside of the classroom. For our students, CEFAM is more than just a school, it is a family.

***CEFAM COURSE
OFFERING
2024-2025***

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BUSI	210	International Business and Ethics.....	35
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ECON	120	Principles of Microeconomics	44
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MKTG	210	Principles of Marketing.....	73
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MKTG	430	<i>Marketing Research</i>	79
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ENGL	230	American Literature	51
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FREN	120	Intermediate French.....	59
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FREN	140	French for Business.....	61
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HIST	210	American History (1660-1877)	63
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DEPARTMENT OF DECISION AND COMPUTER SCIENCES

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MATH	110	Basic Quantitative Foundations for Business I.....	64
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***CEFAM COURSE
DESCRIPTIONS
2024/2025***

BUSINESS PROGRAM

ACCT 115 – INTRODUCTION TO FINANCIAL ACCOUNTING I

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This class introduces financial accounting. The objective is to familiarize students with accounting terminology and methods so that they are able to interpret, analyze, and evaluate financial statements published in annual reports. It covers the basic concepts underlying financial statements and the accounting principles followed in the preparation of the assets of the balance sheet and the income statement.

COURSE OBJECTIVES

By the end of this course, students should be able to easily read the two principal financial statements of a company's annual report (balance sheet and income statement) knowing the basic contents of each line item of the assets of the balance sheet.

INSTRUCTIONAL METHODOLOGY

Classes are split half with lecture and half with problem solving. Any student having difficulty with this course should definitely attend the Teacher's Office Hours.

BIBLIOGRAPHY

Required Text: Horngren's Accounting, Nobles, Mattisen, Matsumura, Pearson 10th edition.

EVALUATION

Attendance & Participation (20 %)
Midterm Exam (25%)
Quizzes (30 %)
Final Exam (25 %)

BUSINESS PROGRAM

ACCT 121 – INTRODUCTION FINANCIAL ACCOUNTING II

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: ACCT 115

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is a course which builds on the foundations put into place in ACCT 115. This course is limited to the coverage of *financial* accounting.

COURSE OBJECTIVES

The course is designed to give the student a thorough introduction to the principles and mechanics of financial accounting for the income statement, cash flow statement and owner's equity. The student will also be able to furnish proof of a practical understanding of the diverse techniques used to analyze and measure the economic activity of a company.

INSTRUCTIONAL METHODOLOGY

The course is developed through: lectures and exercises by students in class. Students are responsible for preparing exercises in advance of the class session. Students will analyze a company's annual report from an accounting perspective. This class covers:

- Current Liabilities
- Bonds Payable
- Owners' Equity
- Statements of Cash Flows
- Long Term Investments
- Financial Statement Analysis

BIBLIOGRAPHY

Required Text: Horngren's Accounting, Nobles, Mattisen, Matsumura, Pearson 10th edition

EVALUATION

- 20% Annual Report Analysis
- 20% Participation
- 20% Quizzes
- 20% Midterm Examination
- 20% Final Examination

RECOMMENDED WEB SITES

Government Agencies

Financial Accounting Standards Board (FASB): fasb.org

Securities & Exchange Commission (SEC): sec.gov

Government Accounting Standards Board (GASB): gasb.org

Financial Accounting Standards Advisory Board (FASAB): fasab.gov

Accountant Organizations & Exam Preparation

Accounting Institute of Certified Public Accountants (CPA): aicpa.org

Institute of Management Accountants (CMA): imanet.org

Institute of Internal Auditors (CIA): theiia.org

American Society of Women Accountants (ASWA): aswa.org

Gleim Exam Preparation for CPA, CMA, CIA: gleim.com

Accounting Firms

Deloitte & Touche: deloitte.com

Ernst & Young: ey.com

KPMG Peat Marwick: kpmg.com

Price Waterhouse Coopers: pwcglobal.com

Accounting Firms Directory: cpafirms.com

BUSINESS PROGRAM

ACCT 130 – INTRODUCTION TO MANAGERIAL ACCOUNTING

US Credits:	3	Semester hours:	40
ECTS Credits:	4	Prerequisite:	ACCT 115, ACCT 121

OPEN SUMMER SESSION ONLY

COURSE DESCRIPTION

This third introductory course in accounting focuses on the managerial aspect of accounting. The objective is to study the fundamental managerial accounting concepts and techniques that aid in management decision-making, performance evaluation, planning and controlling operations. The course covers such topics as cost volume profit analysis, cost behavior, activity based costing, budgeting, performance measurement, and cost control.

COURSE OBJECTIVES

To understand the concepts and logic underlying the applications of accounting information to management problems; to learn how to analyze complex business issues; and to learn how to communicate findings.

- Understand how manufacturing costs are classified, measured and flowed through the accounting system.
- Understand the measurement and use of variable and fixed costs in decisions.
- Understand the cost/volume/profit analysis.
- Understand the role of budgets in managerial planning and control.
- Understand the notion of relevant costs on managerial decisions.
- Understand segment profitability.
- Understand the use of standard costing and variance analysis.
- Understand flexible budgets and manufacturing overhead costs.

INSTRUCTIONAL METHODOLOGY

The course will be split half with lecture and half with problem solving.

BIBLIOGRAPHY

Required Text: Horngren's Accounting, Nobles, Mattisen, Matsumura, Pearson 10th edition

EVALUATION

Participation	20%
3 Exams	60%
Group work	20%

BUSINESS PROGRAM

ACCT 410 – INTERMEDIATE FINANCIAL ACCOUNTING I

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: ACCT 115 & ACCT 121

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course provides a comprehensive coverage of the accounting process and the preparation of financial statements.

COURSE OBJECTIVE

The form and content of financial statements are analyzed and the impact of the accounting principles. .

Students will also learn more about all the elements and counterparts, which have an impact on the daily tasks of an accounting manager

INSTRUCTIONAL METHODOLOGY

This class will be taught through lectures, discussions and case studies.

There will be a weekly quiz at the beginning of most class sessions mainly on a multiple choice question format with extra credit questions. In case of absences, no makeup quiz will be made.

Homework assignments will be due at every class session.

Participation and behavior are not included in the weight of the assessment grade, however, the overall grade can be increased or decreased based on students participation.

BIBLIOGRAPHY

Assigned material such as articles or case studies will be made available to students via e-campus.

EVALUATION

20% Case studies
25% Midterm Examination
30% Final Examination
25% Weekly quizzes

BUSINESS PROGRAM

ACCT 420 – INTERMEDIATE FINANCIAL ACCOUNTING II

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: ACCT 115, ACCT 121

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course provides a comprehensive coverage of the accounting process and the preparation of financial statements.

COURSE OBJECTIVES

The form and content of financial statements are analyzed and the impact of the accounting principles. Special topics include complex revenue recognition, asset and liability valuation, construction-in-progress, long-term investments, pensions, capital leases, discontinued business, impairments, troubled debt restructuring, dilutive earnings per share, accounting changes and errors, comprehensive income and direct method cash flows.

INSTRUCTIONAL METHODOLOGY

Classes are split half with lecture and half with problem solving. Any student having difficulty with this course should definitely attend the Teacher's Office Hours.

EVALUATION

20% Case studies
25% Midterm Examination
30% Final Examination
25% Weekly Quizzes

BUSINESS & INTERNATIONAL RELATION PROGRAMS

ARTS 210 – ART HISTORY

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course covers the major developments in modern art from the late 19th Century to the present day. The major movements of the modern period – including Impressionism, Cubism, Dada, Surrealism, Expressionism, Pop Art and Abstract Expressionism – are discussed in both a fine art and social context.

COURSE OBJECTIVES

To help students appreciate art and make students more aware of the legacy of art and its impact on human civilization.

INSTRUCTIONAL METHODOLOGY

The Course will be developed through lectures, extracts from television programs, audio, film, PowerPoint and the students' creativity.

BIBLIOGRAPHY

Required book: none

EVALUATION

20% Participation
20% Presentation
10% Project
20% Midterm Examination
30% Final Examination

BUSINESS & INTERNATIONAL RELATION PROGRAMS

BLAW 115 – INTRODUCTION TO THE LEGAL ENVIRONMENT OF BUSINESS

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This module is concerned with the legal, ethical environment in which businesses operate. Essential principles of business law are introduced to lay a foundation for the study of more advanced business law units. The unit begins with an introduction to the American legal system and then focuses on the fundamental principles of the law of contract, tort, property and relevant legislation. Topics dealt with in contract law include formation of contracts, terms, factors affecting the validity and enforcement of contracts, terminating contracts and remedies for breach of contract. Basic elements of the law of torts, in particular negligent misrepresentation and including torts involving unlawful interference with business are also examined. The law involving business would include a discussion on business organizations, the impact of computer law on business as well as employee and employee relations. Finally, the course looks at international law.

COURSE OBJECTIVES

This Module aims to help the student:

- Develop an advanced knowledge of business law at international levels (including introductory references to the impact of European law on the legal ethical environment of business).
- Develop the process of judicial reasoning, including the use of precedent by common law judges by analysing common law cases and cases interpreting statutes.
- Develop understanding of business ethics
- Enhance forensic and critical legal skills in case analysis and legislative evaluation
- Encourage independent reading and research, using both traditional and internet resources
- Assist students in applying legal concepts to real life situations, through legal case analysis, problem solving and review of business agreements

INSTRUCTIONAL METHODOLOGY

The course will consist of lectures and class discussion of assigned problem cases. Students **must** read the textbook assignments and any other readings distributed before coming to class, and must prepare in advance a short analysis of cases to be discussed each week.

RECOMMENDED BIBLIOGRAPHY

Custom Book- LEGAL ENVIRONMENT OF BUSINESS, Custom Edition, Cengage

EVALUATION

- Participation 30%
- Midterm Exam 35%
- Final Exam 35%

BUSINESS & INTERNATIONAL RELATION PROGRAMS

BLAW 210 – THE LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is a one-semester course for degree candidates at the CEFAM. The course offers a survey of the legal environment of international business, with particular attention to international commercial transactions. It explores the kinds of legal problems businesses face when they engage in international trade, in the international licensing of intellectual property, and in direct foreign investment. The course begins with an overview of the legal environment of international business, with focus on the risks involved with the various market entry strategies mentioned above. Both private law and public law are emphasized. Public international law includes an overview of the role of conventions, treaties and agreements that make up the legal framework within which international business operates. International private law considers the resolution of international disputes and conflicts of law. The second part of the course focuses on international sales and the commercial transaction, including the formation and implementation of international sales contracts, trade finance, and letters of credit.

COURSE OBJECTIVES

The course seeks to acquaint future international businessmen and women with the kinds of legal problems and risks that arise when doing business across national borders. It does not seek to turn undergraduate business students into international lawyers, but rather to provide them with the tools necessary to anticipate legal problems in the future and, to consult intelligently with legal counsel.

INSTRUCTIONAL METHODOLOGY

The course will consist of lectures and class discussion of assigned problem cases. Students **must** read the textbook assignments and any other readings distributed before coming to class, and must prepare in advance the problem cases to be discussed.

BIBLIOGRAPHY

Intl Business Law and its environment, Custom Edition, Cengage.

EVALUATION

- 30% Participation
- 10% Presentations & roleplays
- 30% Midterm Examination
- 30% Final Examination

BUSINESS PROGRAM

BUSI 210 –INTERNATIONAL BUSINESS & ETHICS

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite:ECON 110, MGMT 110

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course will introduce the theoretical concepts that serve as a foundation for International Business as an academic discipline. The course textbook will examine International Business from a European perspective. We will examine several aspects of doing business in a globalized world, beginning with an evaluation of globalization and the international business environment. Then political and social aspects are examined, with frequent links to case studies. Other topics considered are cross-national cooperation, international strategies, FDI and collaborative strategies.

COURSE OBJECTIVES

Students will learn the place of companies in a globalized world as well as possible international business strategies. At the end of the course, they will be able to consider, in an informed way, the implications of transnational operations and diverse workforces.

INSTRUCTIONAL METHODOLOGY

The course will consist of lectures and class discussion of assigned problem cases. Students **must** read the textbook assignments and any other readings distributed before coming to class, and must prepare in advance the problem cases to be discussed.

BIBLIOGRAPHY

International Business, by Mike Peng and Klaus Meyer, Cengage Learning 2nd edition.

EVALUATION

- 20% Participation
- 40% Case studies
- 20% Midterm Examination
- 20% Final Examination

BUSINESS PROGRAM

BUSI 410 –BUSINESS ETHICS

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course focuses on the importance of ethical perceptions and corporate social responsibility as an inevitable factor in business. As a discipline, Business Ethics has considerably grown within the last decades and has become a major field in the age of globalization. It refers to values-based conduct, which does not only apply to individuals but to corporations.

COURSE OBJECTIVES

It is hoped that the students will:

- Acquire a good grasp of the major issues, philosophers and concepts in business ethics
- Develop the tools for shaping and defining appropriate moral values and conduct
- Be able to progress analytically in a (self)critical, interactive cross-cultural team environment
- Be organized in a virtual collaborative setting

INSTRUCTIONAL METHODOLOGY

Presence in class is mandatory: More than 2 absences will lead to a failing grade.

Expected learning outcomes:

- Understand and make proper use of the philosophical concepts pertaining to individual – and corporate ethics they have acquired in the course,
- Attain a higher level of tolerance and respect for their intercultural peers
- Use theories studied in class and apply them to real-life corporate examples
- Recognize pitfalls of general assumptions, such as “business is business”
- Appreciate the flexibility and creativity of online collaboration

EVALUATION

20% Participation
25% Midterm exam
30% Presentation
25% Final Exam

BUSINESS & INTERNATIONAL RELATION PROGRAMS

COMP 110 – BUSINESS COMPUTER APPLICATIONS

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This is a one-semester course for students in their first year at CEFAM. It is designed to provide students with a proficiency in popular business packages such as Microsoft Office.

COURSE OBJECTIVES

After successfully completing this course, the student will demonstrate to the satisfaction of the instructor, a familiarity with commercially available software packages for micro-processors, including word processing, spread sheets, and presentation software. The units of subject matter to be covered during the semester will be presented in the following order:

- Introduction to the Computer Field & Internet E-mail, Browsers
- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint

INSTRUCTIONAL METHODOLOGY

The course is taught as a “hands-on” experience in the micro-computer lab. Whenever is required, the instructor will either provide individual or small group tutorials. For each software package, the students will work individually or in groups on projects within the context provided by the instructor.

BIBLIOGRAPHY

- <http://office.microsoft.com>
- <http://office.developpez.com/cours/>
- Written documents will be posted on e-campus by the instructor

EVALUATION

- 10% Attendance
- 30% Participation
- 60% Continuous evaluation

BUSINESS PROGRAM

COMP 125 – INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

The purpose of this course is to prepare the students for the dynamic business environment by increasing their understanding of the IT-enabled business.

COURSE OBJECTIVES

- Introduction to information systems in organizations, and explain the role of information technology as a business enabler
- Overview of hardware and software, database systems, and other applications in a business environment
- Evaluate the effectiveness of business applications in organizations
- Explore the different interactions between technology, customers, employees, processes, data in an organizational environment
- Discuss a variety of ethical and privacy issues that arise from the use of technologies
- Explain the impact of information systems on society, the evolving role of MIS in the organization, and careers in MIS

BIBLIOGRAPHY

- **Fundamentals of Information Systems, 5th Edition** Ralph M. Stair - Florida State University, George Reynolds - University of Cincinnati
- **The Work System Method: Connecting People, Processes, and IT for Business Results** by Alter Steven
- **Concepts in Enterprise Resource Planning** by Ellen Monk and Bret Wagner

EVALUATION

- 20% Attendance/Participation (10% each)
- 10% Pop Quizzes
- 20% Midterm test/project
- 20% Final Exam
- 30% Final project

BUSINESS PROGRAM

COMP 410 – INFORMATION TECHNOLOGY FOR FINANCE

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: COMP 125

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course serves as an introduction to the topic of how computer systems are used to help finance in the modern enterprise. It will cover the use of Excel and Visual Basic to analyze company finances and make prediction on net income, cash flow, stock price, and other metrics, based on a number of possible scenarios. Students will learn hands on how to use Excel and Visual Basic for financial modeling; and they will learn about the large enterprise applications used for finance, including procurement, business intelligence, data mining, and predictive analysis. Students will learn about Big Data and Artificial Intelligence and their growing impact on finance.

COURSE OBJECTIVES

The global objective of this module is to help future professionals to better understand:

- How to set up financial models using Excel and Visual Basic to analyze different scenarios, make predictions about the results of each scenario, and use the models to make recommendations to top management.
- How large enterprise applications support the finance function in an organization.

The aim is to provide students with an appropriate balance of technical and analytical perspectives to serve as the basis for further use of IT and finance.

INSTRUCTIONAL METHODOLOGY

Lectures, readings, in-class exercises, group project(s) and group presentations.

EVALUATION

- 20% Attendance/Participation (10% each)
- 10% Quizzes
- 20% Midterm test/project
- 20% Final Exam
- 30% Final project

BUSINESS PROGRAM

DSCI 210 – BUSINESS STATISTICS

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: MATH 110, MATH 120, COMP 110 (Excel)

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

Statistical analysis is vital in business as good decisions are based on numerical information. The course is designed to help students acquire techniques necessary for analyzing and describing numerical data to facilitate decision making process. This course will also serve as a foundation for a number of other courses which will build upon certain topics covered in this class.

COURSE OBJECTIVES

Students will learn how to collect, analyze and interpret data necessary for everyday business decisions. The topics to be covered during the semester include the following:

1. Presenting and organizing data
2. Characterizing and defining data
3. Basic probability and counting rules
4. Probability analysis for discrete data
5. Probability analysis in the normal Distribution
6. Theory and methods of statistical sampling
7. Estimating population characteristics
8. Hypothesis testing of a single population
9. Hypothesis testing for different populations
10. Linear regression analysis

INSTRUCTIONAL METHODOLOGY

While basic mathematical reasoning behind covered techniques will be discussed, emphasis will be made on practical applications using popular software packages such as Microsoft Excel and SPSS. Group work and in-class participation are strongly emphasized. Student progress is monitored by the means of short quizzes and homework assignments.

BIBLIOGRAPHY

Statistics for Business, Derek Waller, Taylor & Francis.

U.S. Department of Labor, Bureau of Labor Statistics. (<http://www.bls.gov>)

UK Statistics Authority (<http://www.statisticsauthority.gov.uk>)

French National Institute for Statistics and Economic Studies (<http://www.insee.fr>)

EVALUATION

- 5% Attendance & Participation
- 60% 3 tests (20% each)
- 35% Final test

BUSINESS PROGRAM

DSCI 220 – QUANTITATIVE TECHNIQUES

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: DSCI 210

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course builds upon the business statistics course by introducing quantitative techniques used to approach everyday business decision making in a scientific manner.

COURSE OBJECTIVES

Students will learn to utilize some quantitative techniques for a broad range of problems with emphasis on practical applications. The topics to be covered during the semester include the following:

- Review of Business Statistics
- The Decision-Making Environment
- Location Decisions
- Financial Decision Making Approaches
- Tools for Project Management
- Linear Programming
- Statistical Quality Control
- Forecasting & Estimating
- Queuing Analysis & Simulation

INSTRUCTIONAL METHODOLOGY

A combination of lectures and practical exercises will be used. Participation is strongly encouraged and will count for 10% of the final grade. Homework assignments and short quizzes will be used to track class progress and to prepare students for the midterm and the final. Students will be asked to choose a topic of their choice (to be approved by the instructor) and to prepare a paper and a presentation as part of their team project.

BIBLIOGRAPHY

Waller, Derek, *Operations Management: A Supply Chain Approach*, 2nd Ed., Thomson Learning, 2003.

EVALUATION

- 5% Attendance & Participation
- 60% 3 tests (20% each)
- 35% Final test

BUSINESS PROGRAM

DSCI 410 – OPERATIONS & SUPPLY CHAIN MANAGEMENT

US Credits: 3

ECTS Credits: 6

ONLINE/REMOTE CLASS

Semester hours: 40

Prerequisite: DSCI 210 & DSCI 220

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

A supply chain is a network involving the purchasing of raw materials and components, their transformation into end products, and the delivery of these end products, either goods or services to clients. Within this supply chain are numerous activities and operations management covers the efficient control, planning, organization, and utilization of resources respecting internal constraints and the client demand. The duo, operations and supply chain management crosses the functions of finance, marketing, law, and human resources and involves physical information, and financial flow streams. Effective supply chain management is a key to client satisfaction since as well as providing goods at an acceptable quality, at the right price, companies need to deliver when promised, but at the same be flexible!

COURSE OBJECTIVES

The objective of this module is to underscore key elements in the operations and supply chain management environment and its synergy with strategic elements of the business firm. The topics to be covered during the semester includes the following:

- Operation Management, the Supply Chain & Strategy
- Quality Management
- The Process, the Product & the People
- Inventory Management
- Operations & Capacity Planning
- Material Requirements & Enterprise Resource Planning
- Operations Scheduling & System Constraint
- Purchasing, Sub-Contracting & Outsourcing
- Improving the Performance of the Operations & Supply Chain

INSTRUCTIONAL METHODOLOGY

All subject material will be presented by lecture, power point presentation and examples. It is important that students read the text material before class. Students must complete homework assignments for the following session alone or in groups for class discussion. Students will do a written Project Report to be handed in highlighting the key elements in a Supply Chain Operations.

BIBLIOGRAPHY

Waller, Derek, *Operations Management: A Supply Chain Approach*, 2nd Ed., Thomson Learning, 2003.

EVALUATION

- 10 Participation
- 20% Project Report
- 30% Midterm Examination
- 40% Final Examination

BUSINESS & INTERNATIONAL RELATION PROGRAMS

ECON 110 – PRINCIPLES OF MACROECONOMICS

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: ECON 120

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is the second semester of a one-year course which is a study of modern economic society, the economic role of consumers, businesses, governments, the financial system, and of the economic problems which society faces. It includes a thorough introduction to economic analysis which aids in the understanding of economic behavior and contributes to the solution of social problems.

COURSE OBJECTIVES

The objective of this course is to provide the first year undergraduate student with a solid foundation in contemporary macroeconomic theory. The student is introduced to the terminology and fundamental concepts of macroeconomics, the financial system, and the tools the government has at its disposal to manipulate the economy. The units of subject matter to be covered during the semester are:

- Determination of National Income & its Fluctuations
- Financial System
- Fiscal & Monetary Policies
- Inflation versus Unemployment Tradeoffs

INSTRUCTIONAL METHODOLOGY

The course consists of class lectures, short case studies, and economic press readings.

BIBLIOGRAPHY

Mankiw, N Gregory, [Principles of Economics](#), International Edition, 6th Ed., Southwestern, 2012.

EVALUATION

- 20% Participation & Attendance (10% each)
- 25% Homework, classwork, quizzes
- 25% Midterm Examination
- 30% Final Examination

BUSINESS & INTERNATIONAL RELATION PROGRAMS

ECON 120 – PRINCIPLES OF MICROECONOMICS

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is the first semester of a one-year course which is a study of modern economic theory. It covers the economic role of consumers, businesses, governments, banks and other institutions and of the economic problems which society faces. It includes a thorough introduction to microeconomic analysis which aids in the understanding of economic behavior and mechanisms, and contributes to the solution of social problems.

COURSE OBJECTIVES

The objective of this course is to introduce the first year undergraduate student to the basic concepts of microeconomics. The student learns about the theory of the firm and its activity under various types of competitive situations. The student also learns about consumer and factor behavior under certain market conditions. The units of subject matter to be covered during the semester will be presented in the following order:

- Introduction: the nature of Economics
- Markets: Supply & Demand
- Industrial Organization: Production & Supply
 - Competition
 - Monopoly
 - Oligopoly
 - Monopolistic Competition

INSTRUCTIONAL METHODOLOGY

The course will generally consist of two sessions weekly with the first one being an intensive lecture on the conceptual frameworks of microeconomics and the second one being a case study that demands a direct application of the concepts learnt in the previous session. All case studies are graded on the basis of class participation which accounts for 25 % in the final grade. There are two examinations: mid-term and final.

BIBLIOGRAPHY

Mankiw, N Gregory, *Principles of Economics*, International Edition, 6th Ed., Southwestern, 2012.

EVALUATION

- 20% Participation & Attendance (10% each)
- 30% Classwork, homework, quizzes
- 20% Midterm Examination
- 30% Final Examination

BUSINESS PROGRAM

ECON 210 – INTERMEDIATE MACROECONOMICS

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: ECON 110

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course builds upon the foundations put into place in ECON 110. Economic problems facing society are studied more closely. Also examined are long run economic growth, inflation and unemployment, and international trade and capital flows.

COURSE OBJECTIVES

The objective of this course is to provide the student with a detailed analysis of applications of macroeconomic problems. Several major topics are chosen for review and are studied in-depth. This course completes the macroeconomics requirement for the undergraduate degree. The units of subject matter to be covered during the semester will be presented in the following order:

- General introduction / review: business cycle, stabilization, Determination of National Income & its Fluctuations
- Long run growth, potential GDP, unemployment
- Prices & Money
- Phillips curve, expectations, central banking
- Trade flows, capital flows, exchange rates, open-economy policy choices

INSTRUCTIONAL METHODOLOGY

The course consists of class lectures, short cases and worksheets, and outside reading assignments. Special attention is paid to current economic conditions.

BIBLIOGRAPHY

Mankiw, N Gregory, *Principles of Economics*, International Edition, 6th Ed., Southwestern, 2012.

EVALUATION

- 20% Participation and attendance (10% each)
- 25% Homework, class work, In-class assignments
- 25% Midterm Examination
- 30% Final Examination

INTERNATIONAL RELATION PROGRAM

ECON 310 – POLITICAL ECONOMY

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: ECON 110, ECON 120

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This is an introductory course on International Political Economy (IPE) which is the study of economic interactions between states, markets, and societies. It deals with how political factors affect economic outcomes and how economic factors influence political consequences at three levels of analysis, namely the domestic, regional, and international. The course begins with a focus on theories and analytical approaches, then explores empirical issues, and debates. The course will expose students to the political dynamics that shape the global economy's main building blocks such as international trade, monetary policy, finance, immigration, and energy. Key concepts and theories of IPE will be studied, then applied to understand pressing empirical, political, and economic policy questions facing policymakers today.

COURSE OBJECTIVES

The course is designed:

1. To understand some of the core issues and debates in the field of international political economy.
2. To be able to apply analytical approaches to these core issues and to be able to develop a critical understanding of these approaches.

Discuss the challenges faced by states operating in the modern economy.

INSTRUCTIONAL METHODOLOGY

This class will be taught through lectures, discussions, and case studies. Students will study cases and materials and critically assess the effectiveness of international organizations.

BIBLIOGRAPHY

David Balaam and Bradford Dillman (2022). *Introduction to International Political Economy*, by. 8th ed. Taylor & Francis Group.

Additional assigned material such as articles or case studies will be made available to students via e-campus.

EVALUATION

- 25% Attendance + Participation
- 25% Presentation Case study + Report
- 25% Midterm Examination
- 25% Final Examination

BUSINESS PROGRAM

ECON 410 – INTERNATIONAL ECONOMICS

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: ECON 110 & ECON 210

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course provides an introduction to theories of international trade and international financial flows, and to the relationships between them. In the first half, we will consider comparative advantage, economies of scale, the effects of economic growth, trade restrictions, and free trade. In the second half we will consider the balance of payments accounts, currency markets, macroeconomic policy, and end with currency unions. There will be a midterm exam at the end of each half. These will be mostly independent on each other. There will be a short research paper and presentation.

COURSE OBJECTIVES

The goals of this class are to develop an understanding of the above theories, and to examine their practical application in the real world.

INSTRUCTIONAL METHODOLOGY

The class will be a mixture of lectures, exercises, readings and short cases. It is essential that all readings and exercises assigned in advance actually be done in advance. Some of these issues are quite complex and will be very difficult to follow without preparations. Active listening and discussion are necessary and will be appropriately rewarded. At the same time, there will be consequences for distracting the class.

BIBLIOGRAPHY

Principles of Economics, openstaxcollege.org, (free online textbook – [https://openstax.org/details/principles – economics](https://openstax.org/details/principles-economics)). Also, the first half of the course will draw on exercises in Schaum's Outlines: International Economics, 4th edition, McGraw Hill. Handouts from relevant sections of Schaum's will be provided in class.

EVALUATION

- 10% Attendance
- 10% Participation
- 10% Quizzes, Homework, in class assignments
- 25% 1st Midterm Examination
- 25% 2nd Midterm Examination
- 20% Research paper / presentation

BUSINESS & INTERNATIONAL RELATION PROGRAMS

ENGL 110 – ENGLISH COMPOSITION I

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is aimed at improving the student's writing techniques through intensive grammar revision, consisting of heavy emphasis on proper sentence structure and the development of clear, powerful paragraphs. A significant portion of the course is also devoted to enriching and extending the student's vocabulary through outside readings and class discussions. Also, you will learn to use correct sentence structure, avoid common writing mistakes, build an introductory paragraph which contains a thesis, expand the body of your essay (includes first, second, and third paragraph), and write a concluding paragraph.

COURSE OBJECTIVES

The purpose of this class is to enable students to express themselves clearly and forcefully in written English. Therefore, the emphasis will be on helping to keep their meaning from being obscured by poor sentence structure. This work is kept separate from the students' compositions. Errors in verb, noun, word order, relative clauses, adverb and adjective forms as well as in other areas of grammar all need attention. Additional work in sentence structure should benefit students' progress and improvements.

INSTRUCTIONAL METHODOLOGY

Students are asked to write targeted sentences and paragraphs clearly to develop and expand complete thoughts.

BIBLIOGRAPHY

Reading for Writers, Winkler, McCuen-Metherell, Cengage.

The Longman Dictionary of Contemporary English, New Edition, Longman.

Glenn, Cheryl and Loretta gray, Hodges' Harbrace Handbook, 17th Ed., Thomson.

EVALUATION

Class participation	10 %
3 essays	30% (10% each)
Midterm Exam	20%
Vocab Test	10%
Peer Editing sessions	30%

BUSINESS & INTERNATIONAL RELATION PROGRAMS

ENGL 120 – COMMUNICATION & ACADEMIC METHODOLOGY

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is aimed at developing students' study skills, improving their mastery of various aspects of technical written English, and teaching them how to successfully complete research papers, collaborative assignments and case studies. In essence, the course is designed to introduce students to essential aspects of academic writing as it is approached within the US educational system-

COURSE OBJECTIVES

This class will teach students sound research techniques and methodology as well as some essential aspects of technical English that must be adhered to in academic writing. In addition, they will learn how to use various resources, both traditional and on-line, such as libraries, mono-lingual dictionaries, and spell-check.

Particular attention will be paid to research methodology including how to find credible material and other essentials at various stages in the research process. In addition, students will learn various technical aspects of the English language such as spelling, capitalisation, punctuation, abbreviations and numbers, appropriate use of language/tone/formality and writing format. Study skill improvement and case study analysis techniques will also be addressed during the course.

By the end of this course, students will be able to write research papers or any other written work requiring citation of sources and be able to incorporate the essential aspects of research methodology, including paraphrasing, into their writing, in accordance with the accepted MLA academic standards in use in American universities.

Students will also write articles towards a newspaper in groups, the objectives being primarily for students to incorporate what they learn in class in a different style to the research paper in addition to introducing them to the important concept of teamwork.

INSTRUCTIONAL METHODOLOGY

This course is developed through in-class lectures, outside writing assignments, debates, and class discussions. Students are responsible for preparing any assigned material in advance as active in-class participation is required.

BIBLIOGRAPHY

Glenn, Cheryl and Loretta Gray, *Hodges' Harbrace Handbook*, 18th Ed, International Edition, Thomson.
Longman Academic Reading Series: L4, Bottcher, Pearson
The Longman Dictionary of Contemporary English, most recent edition, Longman.

EVALUATION

Thesis Question	5%
Working Bibliography	5%
Annotated Bibliography	15%
Research Paper Plan	10%
Research Paper Draft	15%
Research Paper	30%
Participation & Attendance	20%

BUSINESS & INTERNATIONAL RELATION PROGRAMS

ENGL 130 – ENGLISH COMPOSITION II

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: ENGL 110 & ENGL 120

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is putting into practice public writing aimed at a **public audience**, which means you will respond to other people's writing. This is done through discussion, reflection, speculation, and exploration on your part in hopes of offering insight and responses as readers. Hence, several modes of organizing an essay through a coherent, unified, and logical manner are introduced. A classic format for composition is the five-paragraph essay. However, it is not the only format for writing an essay, of course, but it is a useful model to keep in mind and apply, especially as beginning writers to develop sound and based composition skills.

COURSE OBJECTIVES

This course is designed to teach students to write convincing paragraphs and academic essays with greater fluency. To make the class more interesting for yourself and other classmates, students are encouraged, not only to question and reflect on various issues, but also to challenge ideas and assumptions to achieve a greater depth in your abilities to perceive good from mediocre prose or essay.

INSTRUCTIONAL METHODOLOGY

The methodology is a blend of both the process and product approaches to writing. The process approach encourages students to develop their reflection about a topic through reading, writing, discussion, and revision. The product approach, relying heavily on student essay models, helps writing students meet the expectations of their readers.

Writing successfully depends upon your ability to read with care, attention, and insight. Careful reading of assigned material, including other students' work will be one of the foundations of your work for the course. Because the assigned essays are usually pretty short, students are expected to read them at least twice. You are expected to complete all assigned readings before class and be prepared to actively exchange ideas with fellow classmates.

The purpose of a **workshop** is to better revise and refine a final version, while understanding strong and weak points. In other words, do not just sit there, participation and exchange usually make or break a class!

Keep a **reader's notebook** to write about assigned readings, raise questions, and explore further implications on subject matter. The notebook entry may be **both in and outside** of class.

BIBLIOGRAPHY

Longman Academic Writing Series L5, Meyers, Pearson, 1st edition.

Smalzer, William. Write to be Read. New York, NY: Cambridge University Press. ISBN/ 0652164499166-X (pbk)

EVALUATION

2 Essays	20%
Midterm exam	20%
Research Paper	40%
Participation & Attendance	20%

BUSINESS & INTERNATIONAL RELATION PROGRAMS

ENGL 170 – PUBLIC SPEAKING

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN SUMMER SESSION ONLY

COURSE DESCRIPTION

This course covers all aspects of oral communication in contemporary business situations. Students will learn the principles of communicating orally, how to create and use presentations, public speaking skills, and the techniques of interpersonal and group oral communication.

COURSE OBJECTIVES

That by the end of the course students will:

- Obtain a clear understanding of the oral communication process as well as different communication models
- Speak and present confidently and appropriately in front of business professionals

COURSE EXPECTATIONS

Behavior: Timeliness; Active, vocal participation in class.

Student work: E-campus – download Powerpoint slideshows and consult regularly for information on classes and coursework. Read any supplementary materials posted online.

EVALUATION

- 20% Persuasive Speech
- 30% Informative Speech
- 10% Attendance
- 40% Participation

STATEMENT ON PLAGIARISMS

Plagiarism in any shape or form is strictly forbidden and will result in an automatic 'F' for the course. Plagiarism is defined as copying or paraphrasing the text of another author and submitting this information as being student's original work, i.e. without correct referencing.

BUSINESS & INTERNATIONAL RELATION PROGRAMS

ENGL 230 – AMERICAN LITERATURE

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: ENGL 110, 120, 130

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is designed to introduce the student to the history, context and vibrantly creative evolution of American Literature. With such intention, the selected texts are indicative of the variant and various genres to be found within the American Canon. While the teacher will provide information on historical context and guidance through the analytical and interpretive processes, student-led discussion will be an essential part of the course.

COURSE OBJECTIVES

Upon successful completion of the course, the student should have acquired an understanding of the national American literary context, as well as certain sensitivity towards the particular American recurrent geo-political metaphors and their relationship towards the modern American psyche. Students will also be required to use techniques of literary analysis in order to define and develop academic arguments and personal positions in regards to the texts. Due to the nature of the course evaluation, the student will also be expected to refine his or her written intellectual expression and argumentation process. Help with such will be available.

INSTRUCTIONAL METHODOLOGY

The course is fast paced and wide ranging in its content. Texts are encountered at the rate of at least one or two per week. It is therefore essential that the student carefully and thoroughly reads the required texts before each class. Students are expected to actively participate in class discussions by proposing responses, offering comments and observations about the text, and by asking questions whenever necessary; this in class participation represents 15% of the final grade. Also, frequent (and often unannounced) in class identification and short response quizzes (10% of grade) will be used to assess students' reading of the texts prior to each lesson.

Course work will include a great deal of student led discussion and short written responses, wherein all participants are encouraged to respond openly and creatively to the texts. Attention will be drawn to formal aspects of the texts, but discussion is designed to explore various meanings of a given work, not to limit understanding to any single reading. In class activities will also include group tasks, creative responses, comparison and contrast exercises, etc.

BIBLIOGRAPHY

Reader, provided by professor; materials published on CEFAM ecampus, "ENGL 230"

EVALUATION

- 20 % Attendance and Participation
- 15% Essay 1: Regional Realism
- 15% Essay 2: The Gothic
- 20% Essay 3: Modernism
- 10% Creative Writing Assignment
- 20% End of Term Assignment: Contemporary Literature Presentation

BUSINESS PROGRAM

FINC 210 – INTRODUCTION TO MANAGERIAL FINANCE

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: ACCT 115, ACCT 121

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

A one semester course that provides a solid foundation in fundamental finance theory and practice. The course introduces such basic concepts as securities markets, interest rates, and risk/return valuation models. Bonds and stocks will be discussed and thoroughly analyzed.

COURSE OBJECTIVES

To give the student an understanding of security markets, bond and stock evaluation and financial interrelationships of the balance sheet and income statement.

INSTRUCTIONAL METHODOLOGY

The course is developed through lectures, exercises, financial web sites and press. Students are responsible for preparing the reading material and accompanying exercises in advance of the class session. The units of subject matter to be covered are as follows:

- Financial Markets
- Interest Rate Theory
- Time Value of Money
- Financial Analysis
- Risk and Return
- Bonds
- Stocks
- Investment Banking Process
- Security Valuation

BIBLIOGRAPHY

Besley & Brigham, CFIN 5, Southwestern, Cengage Learning, 5th Student Edition.

EVALUATION

The final grade will be calculated as follows:

- 10% Participation
- 20% Quizzes
- 10% Day in the Market Presentation
- 20% Midterm Examination
- 20% Company Analysis
- 20% Final Examination

RECOMMENDED BIBLIOGRAPHY

- Barry Ritholtz with Aaron Task, *Bailout Nation, How Greed and Easy Money Corrupted Wall Street and Shook the World Economy*, John Wiley & Sons, Inc.
- Michael Lewis, *The Big Short, A True Story*, Penguin
- Benjamin Graham, *The Intelligent Investor*, Harper
- John Cassidy, *Dot.Con, The Greatest Story Ever Sold*, HarperCollins
- Bob Woodward *Maestro, Greenspan's Fed and the American Boom*, Simon & Schuster.
- Burton Malkiel, *A Random Walk Down Wall Street*, Norton.
- Michael Lehmann, *The Business One Irwin Guide to Using The Wall Street Journal*, Business One Irwin.

RECOMMENDED WEB SITES

An extensive list of web sites will be developed over the course during class sessions held in the computer room.

BUSINESS PROGRAM

FINC 220 – INTERMEDIATE MANAGERIAL FINANCE

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: ACCT 130, FINC 210

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

A one semester course that provides a solid foundation in fundamental finance theory and practice. This course builds upon concepts learned in the first semester course. The course introduces such basic concepts as working capital management and long term financing alternatives. In addition, the course concentrates on how managerial finance can be used to maximize the value of the firm.

COURSE OBJECTIVES

To give the student an understanding of financial interrelationships of the balance sheet and income statement, the time value of money and capital budgeting.

INSTRUCTIONAL METHODOLOGY

The course is developed through: lectures, in class exercises, and financial web sites and press. Students are responsible for preparing the reading material and accompanying exercises in advance of the class session. Students will work in teams to financially analyze and present two companies in a particular industry. The units of subject matter to be covered are as follows:

- Financial Analysis
- Working Capital Management
- Cash Management
- Short Term Loan Pricing
- Cost of Capital
- Optimal Capital Structure
- Weighted Average Cost of Capital
- Leverage
- Dividend Theory

BIBLIOGRAPHY

Besley & Brigham, CFIN 5, Southwestern, Cengage Learning, 5th Student Edition

EVALUATION

The final grade will be computed as follows:

- 15% Participation
- 30% Company Analysis
- 30% Midterm Examination
- 25% Final Examination

RECOMMENDED BIBLIOGRAPHY

This course is company focused and therefore students should focus their outside reading on company material both from company websites and the financial press.

RECOMMENDED WEB SITES

An extensive list of web sites will be developed over the course during class sessions held in the computer room.

BUSINESS PROGRAM

FINC 230 – INTERNATIONAL FINANCE

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: FINC 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

A one semester course designed to introduce the major themes of international financial management, from the managing of operating exposure to the managing of accounting elements, including the futures and options market. The student will work with the techniques used in measuring the risks, as well as the profit opportunities, that exist for companies on the international level.

COURSE OBJECTIVES

To introduce the student to the theory and practice of international financial management. To develop skills in measuring the risk and returns of the foreign exchange markets, including inter-market arbitrage, hedging techniques, and currency swaps. The student should also be able to differentiate between transaction, operating, and accounting exposure and develop effective responses to these risks. Later in the semester the students will be exposed to the mechanics of export financing, the reasons and configurations of direct foreign investment and the management of working capital in those investments.

INSTRUCTIONAL METHODOLOGY

The course is developed through lectures, oral case analysis presentations, practical case presentations and examinations. Students are responsible for the preparation of reading material and accompanying exercises in advance of the class session, in order to participate in class discussion. Subject matter to be covered in this course, as follows:

- Introduction to the International Financial Environment
- International Monetary System
- The Foreign Exchange Market
- Futures/Options Markets
- Forecasting & Parity
- Managing Transaction Accounting & Operating Exposures
- International Portfolio Diversification
- Corporate Strategy & Direct Foreign Investment
- Import/Export Financing
- Working Capital Management

BIBLIOGRAPHY

Multinational Business Finance+LABn 14th Edition, Pearson.

EVALUATION

The final grade will be calculated as follows:

- 10% Quizzes
- 40% Project
- 30% Midterm Examination
- 20% Final Examination

RECOMMENDED BIBLIOGRAPHY

- Robert Steiner, *Mastering Financial Calculations*, Prentice Hall.
- John Hull, *Options, Futures & Other Derivatives*, Prentice Hall.
- Shapiro, *Multinational Financial Management*, Prentice Hall.
- Burton Malkiel, *A Random Walk Down Wall Street*, Norton

BUSINESS PROGRAM

FINC 420 – FINANCIAL PLANNING & ANALYSIS

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: ACCT 115, ACCT 121,
ACCT 130 & FINC 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This class introduces students how to use publicly available financial information to value and analyze a firm. The analysis will be conducted from the point of view of lenders, equity analysts, investment bankers, boards of directors, and other consultants. Furthermore, business analysis will be emphasized in order to understand the profit drivers and key risks of various industries and how individual companies develop competitive and corporate strategies to react to this environment and create value for their firm.

COURSE OBJECTIVES

By the end of this course, students will be able to interpret, analyze and evaluate the financial performance of a company using annual reports and industry related information. Furthermore, students will learn techniques to decompose the profitability of a firm using ratios and segment analysis. Additionally, students will know how to interpret financial disclosures to perform risk assessment, forecasting and decision making. Several types of companies will be analyzed including manufacturers, service companies and banks.

INSTRUCTIONAL METHODOLOGY

A combination of lectures, practical exercises, case studies, power point and oral presentations will be used. Participation is strongly encouraged and will count for 10% of the final grade.

Students must prepared all assigned homework problems prior to each class session.

BIBLIOGRAPHY

Palepu, Healy and Peek, Business Analysis and Valuation, Cengage Learning 4th / IFRS Edition

EVALUATION

The final grade will be computed as follows:

- 20% Participation and Attendance
- 60% Case studies and Problems
- 20% Final Paper

BUSINESS PROGRAM

FINC 430 – PORTFOLIO MANAGEMENT

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: FINC 210 – FINC 230

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course is designed to deepen the student's understanding of the money and capital markets, derivatives and portfolio management. Students will study principles of portfolio theory and apply this knowledge to create balanced portfolios supported with justified analyses and solid understandings of the investments.

COURSE OBJECTIVES

Through the use of portfolio simulation Stock-trak, students will work in teams of 2 to create their own portfolios with a minimum of 200 transactions during the course of the semester including stocks, bonds, futures, options, options on futures and currencies. All markets available on Stock-trak must be invested in during the course. Portfolios will have to be balanced and risks controlled. Using the analyses prepared by students and reviewed in class, top-down and bottom-up analyses will be applied to establish portfolios. A Power Point presentation will be given at the end of the semester to demonstrate the student's acquired knowledge of the markets.

INSTRUCTIONAL METHODOLOGY

The theory and practice of investments and portfolio management will be presented by lecture, with on-line support sites. Students complete exercises to master technical calculations. In addition, in groups of two, students will compose their own portfolio on Stock-trak and prepare Power Point slides supporting their investment decisions every weeks.

BIBLIOGRAPHY

Reilly & Brown, Analysis of Investments and Management of Portfolios, Cengage EMEA edition, ISBN-13: 978-1473704794

EVALUATION

The final grade will be computed as follows:

- 10% Participation
- 10% Macroeconomic paper
- 30% Portfolio submissions
- 20% Portfolio presentation
- 30% Final Examination

BUSINESS PROGRAM

FINC 440 – SUSTAINABLE FINANCE

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: ACCT 130, FINC 210,
FINC 220

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course will analyze the methods used to manage working capital and the financing of operations during various firm growth phases and examine the many challenges that arise when identifying and implementing sustainable business operations. The focus will be on the ability of enterprises to finance the production and sale of “green and sustainable” oriented goods via dynamic supply chains and deliver them via a complex distribution network.

COURSE OBJECTIVES

The course objective is to provide students with the ability to analyze and critique the following business activities:

- Cooperative business practices in sales and operations planning (S&OP).
- Linking corporate social responsibility (CSR) with business operations.
- Implications of sustainability concepts on firm investment strategy and corporate cost-cutting.
- Managing the cost of Working Capital via cooperative solutions throughout the supply chain.
- Establishing key partnerships aimed at delivering sustainable business practices.
- Understanding the global financial trends driving M&A and vertical integration.
- Sustainable business strategies for generating financial perpetuities and reducing risk.
- Leading Revenue Growth Management (RGM) via effective demand forecasting and revenue planning.
- Analyzing the opportunities and pitfalls of technology solutions (Business Intelligence, SaaS, ERP, etc...)

INSTRUCTIONAL METHODOLOGY

A combination of lectures, practical exercises, case studies, power point and oral presentations will be used. Participation is strongly encouraged and will count for 10% of the final grade.

Students must prepared all assigned homework problems prior to each class session.

BIBLIOGRAPHY

Required book: none

EVALUATION

20 % Attendance & Participation
25% Midterm Exam
30% Annual Report Project
25% Final Exam

BUSINESS & INTERNATIONAL RELATION PROGRAMS

FREN 110 – INTRODUCTION TO FRENCH

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

The study of French pronunciation, vocabulary and grammar at the beginners' level. The student concentrates on mastering the basics of the French language through various exercises. The emphasis is on both written and oral communication skills. Students will also be introduced to French culture.

COURSE OBJECTIVES

This course is designed to introduce students to French through a study of not only the language, but also the culture. Through much drilling and repetition, students will become familiar with the essentials of French.

INSTRUCTIONAL METHODOLOGY

Students will learn through selected readings, lectures, and class discussions.

BIBLIOGRAPHY

Guy Capelle, *ESPACES 1 – Méthode de Français*, Noëlle Gidon.

EVALUATION

- 30% Participation & Quizzes
- 35% Midterm Examination
- 35% Final Examination

BUSINESS & INTERNATIONAL RELATION PROGRAMS

FREN 120 – INTERMEDIATE FRENCH

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: FREN 110 or equivalent

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is a complete review of the structure of the French language, with particular emphasis on the oral aspect of the language. Listening comprehension and reading skills are also stressed. Additional emphasis will be placed on civilization and culture.

COURSE OBJECTIVES

This class is designed to reinforce the student's knowledge of French while at the same time introducing new elements. Students will be encouraged to express themselves in French, and to use the structures and vocabulary learned. Through selected readings students will study various aspects of French life, to gain a better understanding of France and its people.

INSTRUCTIONAL METHODOLOGY

Students will learn through selected readings, lectures, and class discussions.

BIBLIOGRAPHY

"CONNEXIONS 2" – Editions DIDIER Livre + cahier d'exercices et CD audio.

EVALUATION

- 30% Participation & Quizzes
- 35% Midterm Examination
- 35% Final Examination

BUSINESS & INTERNATIONAL RELATION PROGRAMS

FREN 130 – ADVANCED FRENCH

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: FREN 120 or equivalent

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is designed for students who have a good knowledge of French, but who have limited opportunity to hear and speak it. Oral expression will be emphasized through vocabulary drilling and class discussions. Active class participation is required, and the students are expected to communicate in French only. More complex structures and more extensive vocabulary will be presented.

COURSE OBJECTIVES

This course is designed to give students confidence in their speaking skills and to increase their ability to function in French. Through the use of periodical literature, students will increase their knowledge of contemporary French culture.

INSTRUCTIONAL METHODOLOGY

Students will learn through selected readings, lectures, and class discussions.

BIBLIOGRAPHY

“EDITO” niveau B1/B2 – Editions DIDIER Livre + 2 CD audio

EVALUATION

- 30% Participation & Quizzes
- 35% Midterm Examination
- 35% Final Examination

BUSINESS & INTERNATIONAL RELATION PROGRAMS

HIST 210 – AMERICAN HISTORY (1660-1778)

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

The course will cover American history from the origins to the Civil War. Participants will study the settlement of the American colonies, the transplanting of European ideas and values to the Western hemisphere, the achievement of American independence, and the formation of American government and politics. We will also study the westward expansion, the conflicts with Native Americans and with African Americans. Finally, the class will follow the road to the Civil War.

COURSE OBJECTIVES

The goal of this course is to provide students with a knowledge and understanding of the origins of America, its social and economic foundations, its system of government and its values.

INSTRUCTIONAL METHODOLOGY

The course will be developed through lectures, readings, DVD-based documentaries and class discussion.

BIBLIOGRAPHY

[The Story of American Freedom](#), Foner, Eric, W.W. Norton & Company.

EVALUATION

Participation/Attendance:	20%
Reading quizzes & presentations:	15%
Short essays (2*20):	40%
Research Paper:	25%

INTERNATIONAL RELATION PROGRAM

HIST 320 – US SINCE THE CIVIL WAR

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION & OBJECTIVES

The course will cover American economic, political, and social history from the end of the Civil War to the Great Depression. The goal of the course is to give students a better understanding of the modern United States. With that in mind we will focus our study on the political discourse of “freedom” or “liberty,” possibly the two most important terms in American political vocabulary, past and present.

The course will be more thematic than purely chronological in its organization, but roughly speaking the time period covered stretches from the end of the American Civil War in 1865 to the beginning of the Great Depression around 1930. Strictly speaking most historians tend to situate the end of the Gilded Age at around the election of William McKinley in 1896 or his reelection in 1900. From that moment the country has theoretically entered into a period of reform, which historians have labelled the “Progressive Era”. However, as we will see many of the economic and political trends of the end of the 19th century endure into the 20th, precipitating the economic boom and bust of the 1920’s. From this perspective “progressivism” really only achieves political hegemony with the first election of Franklin Roosevelt in 1932, and so I have stretched the focus of this class to encompass the beginning of the 20th century.

The course takes us from one period of intense government activism, the era known as Reconstruction, to another, with Franklin Delano Roosevelt’s New Deal. As such, we will examine Americans’ ever-ambiguous attitude towards government; is government an instrument for ensuring freedom, or is “big government” the first enemy of liberty? “Big business” has also been alternately seen as both the pure product of perfect freedom and as the mortal enemy of true liberty; a virtual slave master ruling over “wage slaves.” By looking at the politics of corporate lobbying during the Gilded Age, we can better understand our own increasingly corporatized political system. And finally, we will examine the politics of race, as well as the legal, economic, and social limits placed on African Americans during this period of racial segregation, the objective being of course to better understand the racial tensions evident in American society today.

INSTRUCTIONAL METHODOLOGY

The course will be developed through lectures, readings, group work, independent research and class discussions. Generally, every new topic will begin with a lecture session in order to provide context for the reading. I encourage you to ask questions during the lectures, as it will make the experience more interesting for everyone. In the following class session, we will discuss any points not covered in the previous lectures and then engage with the reading either through class discussions or group work.

BIBLIOGRAPHY

Sections from The American Yawp are required reading for the course and are designated on the course calendar.

<https://www.americanyawp.com>

EVALUATION

Participation/Attendance:	10%
Reading quizzes:	20%
Midterm Exam	25%
Final Exam	25%
Research Paper:	20%

BUSINESS PROGRAM

MATH 110 – BASIC QUANTITATIVE FOUNDATIONS FOR BUSINESS I

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course is a one-semester course taken by students in their first year at CEFAM. This course provides a foundation in areas of mathematics that will be built upon and which will assist business students throughout their course of study. Skills learned in this class will enable students to effectively make advanced mathematical applications in courses related to the field of management.

COURSE OBJECTIVES

As a result of this course the student will demonstrate competence in basic notions and formulas, of algebra. The units of subject matter to be covered during the semester will be presented in the following order:

I. Basic Notions & Formulas

- Real Numbers
- Equalities & Inequalities

II. Algebra

- Graphing Solution
- Elimination Solution
- Solutions of Three Equations in Three Variables
- Solution by Matrices and by Determinants
- Completing the Square & the Quadratic Formula
- Graphs of Quadratic Functions
- Complex Numbers
- The Discriminant & Equations in Quadratic Form
- Quadratic and other Non-Linear Inequalities
- Symmetry and Stretching on Graphs
- Piecewise-defined Functions and the Greatest Integer Function

III. Analysis

- Limits and Derivatives
- Practical Study of Simple Functions
- Exponential Functions Application
- Sine, Cosine, & Tangent Functions

INSTRUCTIONAL METHODOLOGY

The course will be developed through lecture and demonstration, small group analyses, discussion, and quizzes on materials covered in the preceding lecture.

EVALUATION

The students will be evaluated on the basis of a mid-term examination (30%), final examination (35%), quizzes (15%), and class participation (20%).

BUSINESS & INTERNATIONAL RELATION PROGRAMS

MATH 120 – BASIC QUANTITATIVE FOUNDATIONS FOR BUSINESS II

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course is a continuation of MATH 110, and builds on the foundations put into place in that course. MATH 120 is usually taken in the spring semester of the freshman year at CEFAM. This course continues the study of fundamental algebra that was begun in MATH 110. It deals with issues of mathematics that are essential to managerial decision making. This course also touches upon notions of statistics.

COURSE OBJECTIVES

As a result of this course the student is expected to be able to master the required levels of knowledge of algebra, certain notions of statistics, and be able to reflect upon them in the context of the problems of business and management. The units of subject matter to be covered during the semester will be presented in the following order:

- I. Algebra
 - Rational Functions
 - Partial Fractions
 - Composition of Functions
 - Inverses of Functions
 - Logarithmic Functions
 - Base-e Logarithms
 - Properties of Logarithms
 - Solving Polynomial Equations
 - Factor Theorems
- II. Applications to Densities of Probability
- III. Multiple Integrals
- IV. Differential Equations

INSTRUCTIONAL METHODOLOGY

The course will be developed through lecture and demonstration, small group analyses, discussion, and quizzes on materials covered in the preceding lecture.

EVALUATION

The student will be evaluated on the basis of a mid-term examination (30%), final examination (35%), and class participation.

BUSINESS & INTERNATIONAL RELATION PROGRAMS

MGMT 100 – PROFESSIONAL WORKSHOP I

US Credits: 1

ECTS Credits: 2

Prerequisite:

NONE

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

The MGMT100 course takes place during the Spring semester of the students' first year at CEFAM. It consists into weekly workshops. The course also includes mandatory conferences and corporate events.

COURSE OBJECTIVES

The Professional Workshop I course objective is to provide students with the necessary tips and tools to be fully aware and prepared to look for / find an internship (MGMT200 course).

The workshops' modules include sessions related to the internship requirements, information about how to write an effective resume / cover letter, create one's professional social network profile, learn about efficient internship search, train for job interviews, and learn about corporate environments.

INSTRUCTIONAL METHODOLOGY

CEFAM has developed a series of corporate guest speakers, practice sessions / workshops to teach students the skills and techniques necessary to an effective internship search. Students' participation in all organized activities is mandatory.

EVALUATION

CEFAM takes into account the student's attendance and participation at conferences and workshops throughout the year. Students will also be required to produce documents / tools, the quality of which will be taken into consideration for the module's evaluations.

30% Resume, Cover Letter, Social Network

20% Elevator Pitch & Interview sessions

20% Contribution to the production of a CEFAM Business Sector Guide

20% Attendance, Participation and Behavior (including effective internship search)

10% Final Quiz

BUSINESS PROGRAM

MGMT 110 – INTRODUCTION TO MANAGEMENT

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course is a basic introduction to Managers (who they are & what they do) and Management itself, both in its theoretical components and its practice. The course examines basic management philosophy and applications from a variety of perspectives. Theory is systematically related to in-company realities (processes).

The course covers management functions such as planning, organizing, staffing, leading, and controlling that are required to manage the resources of the organization towards achieving its goals. Students will gain an appreciation of the overall strategic position of an organization and how each element is inter-linked.

The course develops students' awareness of organizational priorities and their support processes so as to better understand today's competitive business environment.

COURSE OBJECTIVES

Upon successful completion of this course the student will have developed a basic understanding of the differing theories of management, organizational structure and culture, strategy, planning, staffing & HRM, and management control.

The units of subject matter to be covered during the semester will be presented in the following order:

- Management & organizations
- The manager's terrain
- Organizational structure: Strategy and Culture
- Evaluating the external context; Working in a Global environment
- Planning & decision-making
- HRM functions & Management Control
- Leadership (an introduction)

INSTRUCTIONAL METHODOLOGY

There are 4 basic elements required of the student in order to successfully complete the course of study:

1. Reading Assignments: pre-reading of relevant chapters of course book, articles distributed prior to- or during-class, student online support materials.
2. Lectures: attend lectures and take notes
3. Case Study & Research Assignments: based on class content and reading assignments; group assignments to be completed to deadlines
4. In-class group work assignments & discussion (no preparation possible, 'on-the-day' assignments)

EVALUATION

4 Tests: 25%
4 Case Studies: 60%
1 Research Assignment: 5%
1 Project Management 10%

BUSINESS & INTERNATIONAL RELATION PROGRAMS

MGMT 200 – CAREER RESEARCH AND DEVELOPMENT

US Credits: 1
ECTS Credits: 5

Prerequisite: NONE

COURSE DESCRIPTION

The first internship completed by CEFAM students for a period of three months, corresponds to MGMT 200, a one-credit course. Most students will complete this internship during the summer that follows their first year at CEFAM. As CEFAM fully recognizes that all students have their own personal and professional context when entering the CEFAM program, various internship options are possible for students completing their 3 month internship, including:

- Humanitarian Missions
- Improvement of a foreign language through a summer job in a foreign country
- First experience in a company setting
- Summer jobs to earn money or gain experience (restaurant industry, factory work, vacation clubs, agricultural work in a foreign country)

Note that students are expected to complete the entire 3 month internship experience in ONE host company.

Students who have extensive work experience or who have already completed company internships may make a transfer request for the 3 month internship **ONLY**. All requests must be addressed in writing to CEFAM's Career and Corporate Relations Department (contact Corporate Department for more details).

COURSE OBJECTIVES

The 3 month internship at CEFAM has some very specific objectives as outlined below:

- Discovering a professional environment
- Taking on different missions within a particular industry or area of interest
- Acquiring valuable and fulfilling experience
- Applying classroom theory and developing practical knowledge of what is learned in the CEFAM classroom
- Experiencing company culture
- Building a network
- Learning to work as part of a team
- Gaining exposure to different business areas

INSTRUCTIONAL METHODOLOGY

Each internship period at CEFAM results in a final grade. This final grade reflects the intern's written report and the student's professional presentation summarizing the experience. Students will receive by email detailed Internship report, presentation guidelines and evaluation. In addition, CEFAM takes into account the student's participation at conferences and the company's evaluation of the intern.

EVALUATION

Each internship period at CEFAM results in a final grade. This final grade reflects the intern's written report and the student's professional presentation summarizing the experience. In addition, CEFAM takes into account the company's evaluation of the intern. Detailed report, presentation guidelines and evaluation will be given to the students before and after the internship (sent by email and explained in workshops).

BUSINESS & INTERNATIONAL RELATION PROGRAMS

MGMT 210 – PROFESSIONAL WORKSHOP II

US Credits: 1

ECTS Credits: 2

Prerequisite: MGMT 100 & MGMT 200

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

The Management 210 course takes place during the Fall Semester preceding the 6 month- internship. It consists into weekly workshops. The course also includes mandatory conferences and corporate events.

COURSE OBJECTIVES

The Professional Workshop II course objective is to help students work on their personal professional career plan and maximize their employability. The workshops will support students' internship search, increase their understanding of the job market opportunities and develop their corporate culture.

INSTRUCTIONAL METHODOLOGY

CEFAM organizes a series of corporate guest speakers, practice sessions / workshops. Students' participation in all organized activities is mandatory.

EVALUATION

CEFAM takes into account the student's attendance and participation at conferences and workshops throughout the year. The course coordinator will keep track of students' behavior and participation during workshops and at corporate events. Students will also be required to produce / update documents or tools, the quality of which will be taken into consideration for the module's evaluation in the below described proportion. Deadlines and specific requirements will be provided during dedicated workshops sessions.

- 20% Personal professional project
- 15% Tools update- Resume and social network
- 15% Interview sessions
- 20% Contribution to the production of the CEFAM Career Guide
- 20% Attendance, Participation and Behavior
- 10% Final Quiz

BUSINESS PROGRAM

MGMT 220 – ORGANIZATIONAL BEHAVIOR

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: MGMT 110

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

Organizational Behavior can be defined as the study of the impact that individuals, groups and structures have on behavior within an organization and how this in turn impacts the organization's performance. It develops students' awareness of the essential interpersonal skills which are the keys to managerial effectiveness.

Students will study topics related to attitudes, personality, motivation, group and team behavior, leadership and conflict. The course demands a high level of **personal reflection** on the part of each student.

Theory is systematically related to in-company realities. Case studies and assignments are used in order to analyze from a practical point of view the different theories presented.

COURSE OBJECTIVES

The course develops students' awareness of the essential interpersonal skills which are the keys to managerial effectiveness. Students will study topics related to attitudes, personality, motivation, group and team behavior, leadership and conflict.

The course focuses on developing both theoretical and personal understanding of issues, and the impact of various theories of human behavior within the workplace. Specific topics include intelligence, attitudes, leadership, motivation, teamwork & group working, and employee engagement.

INSTRUCTIONAL METHODOLOGY

There are 4 basic elements required of the student in order to successfully complete the course of study:

1. Reading Assignments: pre-reading of relevant chapters of course book, articles distributed prior to- or during-class, student online support materials. Pre-reading assignments are compulsory to each class; Reading may be verified by professor using MCQ or other methods. Failure to complete pre-reading will result in exclusion from the class period.
2. Lectures: attend lectures and take notes
3. Case Study & Research Assignments: based on class content and reading assignments; group assignments to be completed to deadlines
4. In-class group work assignments & discussion (no preparation possible, 'on-the-day' assignments)

COURSE EVALUATION

15% In class minor Case Studies, Video Case studies etc.
35% 4 Case Studies
20% Job Satisfaction Assignment
30% Participation (take-Away Professional Reflection Log)

BUSINESS PROGRAM

MGMT 300 – CAREER PLANNING AND MANAGEMENT

US Credits: 3
ECTS Credits: 30

Prerequisite: MGMT 200

COURSE DESCRIPTION

The second internship experience mandated by the CEFAM program, 6 months in length, corresponds to MGMT 300, a three-credit course. Most students will complete this internship during the summer that follows the student's second year at CEFAM. Students may not request the transfer of previous work experience as substitution to the MGMT 300 course requirement.

All internships are subject to approval by the CEFAM administration before the student begins.

COURSE OBJECTIVES

MGMT 300 has been defined and developed with precise objectives in mind:

- Learning to work autonomously and take responsibility for company assignments
- Applying and developing technical skill sets
- Acquiring real professional experience before seeking employment as a new graduate
- Evaluating the responsibilities obtained during internship positions
- Building a professional network
- Becoming part of a professional group
- Bringing added value to the company

INSTRUCTIONAL METHODOLOGY

The CEFAM Career & Corporate Relations Department assists students in obtaining internships, although students are encouraged to make use of all resources at their disposal to look for an internship. During the internship, on-site supervisor will be contacted by CEFAM for assessment (face to face / telephone or e-mail). The goal of an assessment is to verify that the student is contributing to the company's objectives and functioning adequately. CEFAM must also verify that the company is allowing the student to participate fully in company activities and is respecting the Internship Agreement described missions.

A few weeks after starting their internships, students are also requested to send their feedback to the Corporate Relations Dept., for CEFAM to be informed about eventual issues from students' perspective.

EVALUATION

Each internship period at CEFAM results in a final grade. This final grade reflects the intern's written report and the student's professional presentation summarizing the experience. Students will receive by email detailed Internship report, presentation guidelines and evaluation. In addition, CEFAM takes into account the student's participation at conferences and the company's evaluation of the intern.

BUSINESS PROGRAM

MGMT 410 – STRATEGIC MANAGEMENT & ORGANIZATIONAL POLICY

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: MGMT 110 &
MGMT 220

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is a one semester “capstone” course, providing the opportunity to assimilate the diverse subject areas covered over the previous semesters. The course is built around several case studies which expose the student to critical notions in the formulation, implementation and control of strategic policy.; Informed and well-founded long-term decision-making is a the heart of the course’s content.

COURSE OBJECTIVES

To integrate previously learned material from the breadth of the business curricula into the framework of strategic management. To expose the students to practical case study applications of methods ad skills already acquired. To expose students to familiar aspects of management using new models and approaches, such as Appreciative Inquiry, SOAR, Influencer, Liberating Structures, etc. To provide an insight into the most fundamental aspect of business decision-making: long-term strategic management. Ultimately, to provide students with the knowledge, tools and practical experience they need to be successful as they embark on their respective careers.

INSTRUCTIONAL METHODOLOGY

The course is focused on the development of several case studies; students work in groups of three combining a blend of specialties discipline and concentration to offer a more well-rounded approach to each case. In addition, students are asked to follow the text portion of the course and prepare for each class discussion.

BIBLIOGRAPHY

- 📖 Jenny Rogers. Manager as Coach: The New Way to Get Results. 2012 1st Edition. McGraw Hill Professional. E-book accepted
- 📖 Rossina Gil. The Corporate Looking Glass: Using Culture for Your Competitive Advantage. 2015 1st Edition. Lulu.com. E-book accepted (2016).
- 📖 Joseph Grenny, Kerry Patterson, David Maxfield, Ron McMillan, Al Switler. Influencer: The New Science of Leading Change. 2013 2nd Edition. McGraw Hill Education. E-book accepted.

Additional assigned materials such as articles, podcasts, videos and case studies will be made available to students via e-campus.

EVALUATION

30% Class Participation & Behavior
10% Reflection Papers
10% Strategic Learning Contract
20% Group Project
15% Influencer Project
15% Final Examination

BUSINESS PROGRAM

MKTG 210 – PRINCIPLES OF MARKETING

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: NONE

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course introduces the students to the basic principles that are essential to understanding the new business world and its intense competition for the establishment of long term quality relationship with clients. It will define what marketing is, what are its tasks or function, the process by which it operates, and what are the main challenges it faces now in the business world.

Students will learn the essentials about marketing research and will understand the process of building a strategic marketing plan. Not only will the concepts be defined and presented, but there will be discussions on the realities involved in applying this knowledge.

Student will also have the opportunity to develop their critical thinking by discussing real life situations and cases that are complex and don't have only one possible solution.

COURSE OBJECTIVES

Knowledge:

- The definition of marketing as a science and a business process.
- The business objectives of marketing
- The 4Ps of marketing
- The tools to analyse the marketing environment and consumer behaviour
- The process to create value
- Two different orientation to market development: the product and the market approaches
- The role of branding in the building of value
- Pricing strategies
- Channel selection
- Marketing plan development
- The communication strategy (including publicity and promotion)

Knowhow:

- Help the participants to build their own toolbox to "market" themselves.
- Understand what are the results and tasks required from a manager in the marketing and sale area.
- To use in their daily life the tools of management that they are learning in class.
- To analyse and present options and preferred decisions in a business situation involving market development.
- To work efficiently and under pressure in a work group.
- To lead discussion in groups and sometimes with the whole class to learn the essential skills of a manager-leader: active listening, rephrasing, eliminating side tracking subjects, being focused on the task, using the entire forces and abilities of the group, etc.

Attitudes:

- The student will be encouraged to develop and find innovative ways to solve problems taking into account all the dimensions that they would face in a real business situation.
- An important effort will be given by the professor to foster the curiosity of the students and help them develop a practical and global view of the logic of markets
- Activities, will be suggested to the students to help them understand more their own "passion" in the management domain and to draw the guidelines they need to build their own career plan.

- The professor will also help students to evaluate their self-confidence and to take the actions necessary to build it at an efficient level.

BUSINESS PROGRAM

MKTG 210 – PRINCIPLES OF MARKETING (Cont.)

INSTRUCTIONAL METHODOLOGY:

This class will involve lectures, case discussions, videos, oral and written projects aimed at providing students with a range of activities. The essential scientific content will come from the reading, prior to class, of different chapters of the required class manual (Principles of Marketing by Armstrong and Kotler, 14th edition, Pearson edition, 2012). The in class time will be more focused on the understanding and application of this scientific content in the real business world as it is now and probably be in the near future.

The professor will be especially focused on the participation of everybody and on the usefulness of the discussions. Furthermore every student will be challenged to develop personnel projects of interest in the field of marketing, which he or she will do outside the course hours. These projects should be focused on the special interest and needs of each student.

At the first class meeting the professor will ask each student to present a written statement about his or her long term personal objective.

BIBLIOGRAPHY

Principles of Marketing, Kotler, Pearson, 16th Edition.

COURSE EVALUATION

Quizzes:	10%
Midterm Exam:	20%
Team Project/Presentation	30%
Class Participation:	20%
Case Studies:	20%

BUSINESS PROGRAM

MKTG 230– INTERNATIONAL MARKETING

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: MKTG 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course is designed to help the students understand the globalisation of markets and its influence on marketing principles and practices. It will describe how companies of all size can pursue the creation of competitive advantage in such a context.

After looking at the global marketing environment the course will present the different steps needed to establish a global market entry strategy and develop an efficient global marketing mix.

Students will learn the essentials about the process and tools needed to do marketing research at the international level. Not only will the concepts be defined and presented, but there will be discussions on the realities involved in applying this knowledge.

Student will also have the opportunity to develop their critical thinking by discussing real life situation and cases that are complex and don't have only one possible solution. In doing this we will help the student to understand their own "scientific and cultural paradigm" and the filter it puts in their analysis of international situation.

COURSE OBJECTIVES

Knowledge:

- Understand the specificities of the global environment related to:
 - The economic environment
 - The international trade organisations and trade agreements
 - The cultural environment
 - The business practices and paradigm used in different international markets
 - The uses of political, legal and regulatory ways to control the international trade
- Identify the different global information systems and their uses in international market research.
- The process used in formal market research.
- The definition of the right entry mode in different international markets.
- The process in establishing segmentation, targeting and positioning to create a valid market entry strategy.
- The role of branding in the building of value on the global market.
- The problem of fixing pricing strategies in different international markets.
- Channel selection on the international markets
- Marketing plan development
- The communication strategy (including publicity and promotion) in the global market.

Knowhow:

- Help the participants to build their own toolbox to understand, analyse and decide marketing practices on different international markets. .
- Understand what are the results and tasks required from a manager in the marketing and sales area at the international level.
- To analyse and present options and preferred decision in a business situation involving market development for the global markets.
- To lead discussion in groups and sometimes with the whole class to learn the essential skills of a manager-leader: active listening, rephrasing, eliminating side tracking subject, being focused on the task, using the entire forces and abilities of the group, etc.

BUSINESS PROGRAM

MKTG 230– INTERNATIONAL MARKETING (cont.)

Attitudes:

- The students will be asked to better define their “paradigm” and their limits in analysing data and information coming for markets that are different culturally from them.
- The student will be encouraged to develop and find innovative ways to solve problems taking into account all the dimensions that they would face in a real business situation.
- An important effort will be given by the professor to foster the curiosity of the students and help them develop a practical and global view of the logic of markets
- Activities, will be suggested to the students to help them understand more their own “passion” in the management domain and to draw the guidelines they need to build their own career plan.
- The professor will also help students to evaluate their self-confidence and to take the actions necessary to build it at an efficient level.

INSTRUCTIONAL METHODOLOGY

This class will involve lectures, case discussions, videos, oral and written projects aimed at providing students with a range of activities. The essential scientific content will come from the reading, prior to class, of different chapters of the required class manual (Global Marketing, seventh edition, by Warren J. Keegan and Mark. C. Green, Pearson education editor, 2013). The in class time will be more focused on the understanding and application of this scientific content in the real business world as it is now and probably be in the near future.

The professor will be especially focused on the participation of everybody and on the usefulness of the discussions. Furthermore every student will be challenged to develop personnel projects of interest in the field of marketing, which he or she will do outside the course hours. These projects should be focused on the special interest and needs of each student.

At the first class meeting the professor will ask each student to present a written statement about his or her long term personal objective.

EVALUATION

Pop Quiz:	10%
Case Studies:	15%
Midterm Exam:	15%
Final Exam:	15%
Class Participation:	15%
Individual Project:	30%

BUSINESS PROGRAM

MKTG 410 – CONSUMER BEHAVIOR

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: MKTG 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course will provide an introduction and application of the major trends and changes in marketing that impact the study of consumer behavior from various disciplines including consumer psychology, behavioral economics and sociology. This course researches the theories and concepts of consumers from around the world and their diverse experiences with buying, having and being.

COURSE OBJECTIVES

The aim of this course is to give the student an understanding of consumer decision-making and its marketing implications. The individual and social factors, which have an influence on buying, and consumption behavior and the consumer decision-making process will be studied. Topics to be covered include influences such as culture, subculture, social class, reference groups, and family as they impact consumer behavior; personality, consumer perception, motivation; and processes such as learning and attitude formation, communication and diffusion of innovations. Consumer rights and consumer protection are also subjects to be covered. The module will be studied in the global context, with an emphasis on socially responsible marketing. After taking this course, the student is expected to have an analytical outlook in understanding consumer behavior, and to ingrate this understanding into the managerial decisions in consumer related issues, mainly in the areas of new product development, service quality, marketing research, and marketing communication.

INSTRUCTIONAL METHODOLOGY

This class will involve lectures, case discussion, groups/teams, videos, oral and written project designed to provide students with a range of conceptual foundations in marketing practice.

BIBLIOGRAPHY

Solomon, M. (2018). Consumer Behavior – Buying, Having and Being. 12th Global Edition. Pearson Education. ISBN#: 978-0-13-412993-8. Assigned readings (TBA)

EVALUATION

20% Participation
10% Quizzes
20% (1) Midterm examination
25% TEAM Consumer Behavior Report/Presentation
25% End of chapter Company Case

BUSINESS PROGRAM

MKTG 420 – ADVERTISING

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: MKTG 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course will be divided into two complimentary sub-modules: advertising & branding.

The branding sub-module will explore the role and meaning of brands, brand equity and strategic brand management. Key questions to be addressed include how to create a new brand?, how to build brand equity?, how to develop profitable brand strategies?, how to capitalize on brand equity to build a business? And how to measure and manage brand equity overtime? The branding sub-module will effectively prime the students' knowledge base of brands to progress onto the advertising sub-module.

The advertising sub-module will take students through every step of the advertising process to develop effective advertising communications from the initial client brief through the strategic and creative process to advertising effectiveness measurement and media placement.

The course will provide a comprehensive theoretical foundation combined with numerous techniques and practical insights for developing and managing brands and creating effective advertising campaigns.

COURSE OBJECTIVES

To provide students with:

- A comprehensive understanding of the main concepts surrounding brands and their management using different framework to pinpoint the DNA of a brand, the levers available for influencing its equity and how to apply these effectively
- A robust foundation of the theory and practice of advertising in Advertising Agencies and their clients from the identification of the requirement for communication to strategic and creative development and media placement.

INSTRUCTIONAL METHODOLOGY

This course will be composed of interactive lectures (70%) supported by group discussions around individual case studies and advertising campaigns (30%). During the course, students will be furnished with the necessary targeted reading and case studies, which will underpin and build upon the information and theory provided in lectures. The course aims to build a comprehensive understanding of the theory and practice of advertising and branding supported by timely evaluations to check their level of understanding and applications. The course builds towards a formal presentation where groups of students will adopt the role of an advertising agency (account management, planner, creatives, media) pitching a strategy and campaign to win a client's advertising business for a "live" brand.

BIBLIOGRAPHY

No single core text for this course. Selected readings and case studies will be posted for each class on e-campus.

EVALUATION

10% Branding – written mid-term
15% Branding – group presentation
10% Advertising – creative brief
30% Ad pitch group presentation
15% Ad pitch formal write-up
20% Participation

BUSINESS PROGRAM

MKTG 430 – MARKETING RESEARCH

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: MKTG 210

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

Examination of the acquisition of information for marketing management decision making, including the formulation of research problems, research design, data sources and collection methods, sampling design, data analysis and presentation of results..

COURSE OBJECTIVES

Market Research is defined as the systematic collection, analysis and interpretation relevant to marketing decisions. This course is designed to provide students with a solid understanding of the nature of marketing research, its methods and its applications to marketing management situations. The course will cover the entire market research process from identifying & stating the problem, to designing and planning a marketing research project and project execution, through to analysing and presenting findings. Measurement methods, questionnaire design, and data analysis fundamentals will provide the student an understanding of the data and statistical components that are essential to all successful marketing research plans.

INSTRUCTIONAL METHODOLOGY

Class will be divided between lectures, class discussions and exercises related to the topics being covered. A guest speaker will share their experience in dealing with a major marketing mix/marketing management problem whereby marketing research played a vital role in addressing the challenge. Further to selected case studies & articles as readings and to support class discussion, there will be a major case study conducted as a group exercise which will require students to develop a marketing research plan to answer a market challenge. Students are required to read all assigned chapters and materials in advance of each class session. Students should expect to schedule 4-5 hours per week preparing for class and working on assignments.

BIBLIOGRAPHY

Essential of Marketing Research – Putting Research Into Practice; Kenneth E. Clow, Karen E. James. SAGE Publications. Assigned Readings (TBA).

EVALUATION

10% Participation
10% Assignments
20% Midterm examination
35% Case study project/presentation (group work)
25% Final examination

BUSINESS PROGRAM

MKTG 470 – Data Management for Business Strategies

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: MKTG 210 & DSCI 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

With significant advances in technology, most organizations collect enormous amounts of data, ranging from markets to customers. Managing data on this scale and converting it into knowledge to facilitate decision making presents exciting new challenges. The underlying principles of data management are often similar, whether used in data analytics and business intelligence, enterprise resource planning (ERP), customer relationship management (CRM) or other aspects of marketing. This course aims to facilitate transformation of everyday business activities into a relational database system, from which information can be extracted in a systematic manner. In particular, students will learn how to organize and manage data with emphasis on maintaining data consistency and minimizing data redundancy. Students will be introduced formally to conceptual modelling and data normalization in relational databases. In the second part, students will learn how to write queries in SQL and Microsoft Access to extract data that is relevant for answering marketing questions and developing marketing strategy. Finally, students will apply each of these skills in developing a database solution for a real-world business problem, using Microsoft Access. Note: Marketing Majors must earn a grade of C or better for this course to count towards the major requirements.

COURSE OBJECTIVES

- Access practical and actionable learnings that can be directly applied in your work with real-life case studies and examples (practice data-driven decision-making)
- Gain the tools and knowledge to address specific challenges in your organization, including designing a good data strategy or including digital transformation
- Apply frameworks and methodologies for harnessing data to create value
- Explore the future of data, especially new trends such as automation and artificial intelligence (AI)

INSTRUCTIONAL METHODOLOGY

The course will combine lectures and practical work. Each week, students will attend theoretical lectures and have the opportunity to apply newly learned concepts to a continuous study project. The topic for this project will be chosen by the student and approved by the lecturer.

EVALUATION

Student evaluation will be based on several key components. The primary assessment will be a final presentation of their research, as well as the submission of consulting presentation slides that include detailed analysis, data visualizations, conclusions, and recommendations. The quality and clarity of these slides will be crucial in demonstrating the student's understanding and application of the course material. Furthermore, students will be required to submit a normalized database as part of their evaluation.

The course will be graded on a 100-point scale, and the final grade will be determined as follows:

- Attendance & Participation - 15%
- Discussion Leading/Debate - 15%
- Research Presentation (oral version) - 35%
- Research Presentation (supporting slides & database) - 35%

BUSINESS PROGRAM

MKTG 450 – SALES MANAGEMENT & NEGOTIATION

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: MKTG 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This comprehensive course covers in an integrated way all the aspects related to sales, sales management and negotiations. It includes topics such as B2B marketing and how marketing relates to sales, pricing, sales techniques, sales organizations and sales force motivation. A focus is made on sales negotiations as part of a sales process, covering all the steps from preparing to negotiate to effectively closing a deal.

The course integrates the development of intercultural awareness and examines how the international environment influences the sales and negotiations processes.

Challenging role-plays and skill-building activities designed to further develop the students' ability to interact with a customer are included in the course.

COURSE OBJECTIVES

The objectives of the Sales Management and Negotiation module is to provide the students with all the theoretical knowledge and practical skills necessary to become an effective sales person or sales manager in a competitive international environment.

At the end of this module, participants will have understood:

- What is the sales function, why it's important and how it's evolving
- The specifics of the B2B environment and its differences with B2C
- The different sales processes a sales manager can implement
- How to set up objectives and how to use levers such as the structure of the sales force and sales force motivation in order to reach such objectives.
- The different types of negotiation commonly used
- How to prepare in order to carry out effective negotiations
- How to identify the underlying interests of all parties and develop mutually beneficial solutions
- Negotiations techniques and tricks (...so they can be countered)
- How sales and negotiations can be affected by differences in culture and international background

INSTRUCTIONAL METHODOLOGY

Lectures, Student presentations and Role plays

BIBLIOGRAPHY

JOHNSTON M. W. - MARSHALL G. W., Sales force Management, 8th Edition, McGraw-Hill, 2006. ISBN 007296183X
FUTRELL C., Fundamentals of Selling, 9th edition, McGraw-Hill, 2005. ISBN 0071117911
JOBBER, D – LANCASTER, G., Selling and Sales Management, Prentice Hall, ISBN 978-0-273-72065-2
LAMBERT D. - DUGDALE K., Smarter Selling: Next generation sales strategies to meet your buyer's needs - every time Financial Times Press, 2007 ISBN-13: 9780273712466
FISCHER, URY, PATTON. Getting to Yes. Negotiating agreements without giving in. Penguin Books. ISBN-13: 978-0143118756
THOMPSON L, Mind and Heart of the Negotiator, 5th edition, Pearson New International Edition, 2013.

EVALUATION

50% Two individual tests
30% Group work
20% Participation and attendance

BUSINESS PROGRAM

MKTG 460 – DIGITAL MARKETING

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: MKTG 210

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

The world has gone digital. Lines drawn between online, mobile and traditional marketing practices are increasingly meaningless. Digital marketing IS marketing. Mobile marketing IS marketing. The world belongs to the Facebooks, Amazons and Googles now, and if we want to succeed in it we need to understand what they do and how we can do it too.

This course will seek to examine the truth of these statements and explore how businesses can leverage the sometimes overwhelming array of digital and online technologies at their fingertips to drive commercial success in B2C and B2B contexts and as part of an integrated marketing communication strategy.

Subject areas include the digital evolution of the marketing mix, research and consumer behavior, big data, the sharing economy, the dematerialized product offering, digital pricing and algorithms, mobile marketing, search marketing (SEO, SEM), video marketing, digital advertising, e-commerce, m-commerce, content marketing, social media marketing, community management, digital CRM and use of analytics / metrics.

Teaching will comprise a mixture of interactive class presentations, discussion, audiovisual content, established and emerging case studies, individual assignments, group work, student-led research, and student creation of presentation media including infographics, websites and mobile apps.

COURSE OBJECTIVES

Students will develop an understanding of the principles and practices behind successful digital marketing for business, and will learn how various tools are used to achieve business objectives, both theoretically and through practical case studies and hands-on application.

INSTRUCTIONAL METHODOLOGY

Lectures, Case studies and hands-on application.

BIBLIOGRAPHY

E-Marketing (Pearson); SEO and Search Marketing (Nick Smith); Big Data in Practice (Bernard Marr); The Long Tail (Chris Anderson); Free (Chris Anderson); Microtrends (Mark J Penn); The Big Switch (Nicholas Carr); The Google Story (David A Vise); The Signal and the Noise (Nate Silver); King Camp Gillette (Tim Dowling); Permission Marketing (Seth Godin); Free Prize Inside (Seth Godin); Purple Cow (Seth Godin); The Tipping Point (Malcolm Gladwell); The 22 Immutable Laws of Marketing (Al Ries and Jack Trout)

EVALUATION

Students will be evaluated based on their in-class interaction and input, an online quiz, punctual research and presentation assignments, and a final project that will seek to provide a platform to demonstrate the breadth and understanding of the knowledge acquired.

BUSINESS & INTERNATIONAL RELATION PROGRAMS

NSCI 210 – ENVIRONMENTAL SCIENCE

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

Modern lifestyles and industries present a serious risk to the global environment. As we witness the trend towards increased levels of industrialization, a growing human population, and an irrational dependence on unsupportable levels of consumption, we now face the task of redirecting our ways of living towards one that can be sustained over the long term. By necessity, we must learn basic environmental principles in order to assure a livable existence for future generations.

COURSE OBJECTIVES

Environmental science is a vast and fascinating field of inquiry. Our course will focus on the basic elements of environmental science as it relates to our need to create systems and strategies to develop a sustainable future. Principles of environmental science will be presented as a foundation for understanding the modern issues that we face. Our objective is to develop a constant, intuitive awareness of how modern, everyday living affects the global environment, and how personal responsibility translates into global stewardship. To accomplish this we will approach the subject from scientific, political, economic and artistic perspectives.

INSTRUCTIONAL METHODOLOGY

The text book will be supplemented with articles, pamphlets, video clips/films, and case studies. There are periodic quizzes on the reading and the films. Class participation and preparation are important aspects of this class. Discussion and analysis are partly supported by lectures; much of the learning will be based on student reading and inquiry.

BIBLIOGRAPHY

Globalization & Sustainable Development: A Business Perspective, Oyevaar, Macmillan Palgrave, 1st Edition.

EVALUATION

3 Quizzes:	30% (10% each)
Analytical Book Report:	25%
Presentation:	25%
Participation & Attendance:	20%

BUSINESS & INTERNATIONAL RELATION PROGRAMS

PHIL 120 - INTELLECTUAL HERITAGE

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: ENGL 110, 120 & 130

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

Students will be exposed to a number of seminal texts which have formed the foundations of Western European thought as concerns the relationship between man and his society/government, man and his god(s) and man and himself, largely through the notion of power: its uses, abuses and functions. Designedly, the course will not treat these texts in an exclusively chronological way, and the general focus will be upon the tensions between service and power, both individual and societal.

COURSE OBJECTIVES

Students should become familiar with some of the foundations of Western European culture, and to develop intellectual curiosity, pleasure, ease and excitement at drawing analogies within and between texts, see patterns of thought, recognise comparisons and contrasts, and possibly self-contradictions. Summary and synthesis skills will be developed, and an emphasis will be placed upon clear, concise and focused expression, both written and oral, with arguments firmly supported by efficient and reference to the texts.

INSTRUCTIONAL METHODOLOGY:

Texts will be **pre-read**: class time will be dedicated to discussion (whole-class, groups, and pairs), synthesis and analysis. Students will create their own peer quizzes; written assignments will be set to evaluate progress.

BIBLIOGRAPHY

- George Orwell, *Notes on Nationalism and Politics and the English Language* -photocopy handout
- Henry David Thoreau, *Civil Disobedience* – photocopied extracts
- Thomas Paine, *Rights of Man* and *Common Sense* – photocopied extracts
- Romantic Poets: Keats, Shelley, Coleridge, Wordsworth – photocopies
- *Arthur Miller, *Death of a Salesman*, Penguin 20th Century Classics
- *George Orwell, *1984* - Penguin Modern Classics

EVALUATION

- 20% Attendance & Participation
- 15% Essay 1 – *Brave New World*
- 15% Essay 2 – *Nineteen Eighty-Four*
- 15% Essay 3 – *Death of a Salesman*
- 10% Midterm – Film Review
- 25% Final Utopia/Dystopia Presentation (with supporting research statement)

BUSINESS & INTERNATIONAL RELATION PROGRAMS

PHIL 130 –DIMENSIONS OF DIVERSITY

US Credits: 3
ECTS Credits: 4

Semester hours: 40
Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course exposes students to the study of society and social interactions in a diverse local, national and international context. The course is presented in three parts: the first equips students with the sociological tools and perspectives which allow them to question not only what they see but also how they see what they see; the second considers various elements of a diverse society including race, gender, work, education, sexuality and religion; the third allow students to apply their knowledge and teach their peers via an extended, group focused taught class exercise.

COURSE OBJECTIVES

By the end of this course students should:

- have a clear understanding of the concept of social construction and socially constructed reality;
- have a clear understanding of how cultures emerge, are vitalized, evolve and disappear;
- have a clear understanding of the process of socialization and be able to differentiate primary and secondary socialization;
- be able to identify major social groups and institutions within their own culture and in the cultures of others;
- understand key sociological notions;
- be able to discuss intelligently issues related to diversity, including controversial issues in their own society.

INSTRUCTIONAL METHODOLOGY

The course will be arranged around participative seminars. Students will not just be lectured to but will rather contribute as learners to the benefit of themselves and their peers. Discussions will be often be led by students and the professor will intervene with theoretical perspectives and conceptual insights as necessary. There will be five classes where students will present their major assignments to their peers.

EVALUATION

In class tests: 20%
Midterm Exam: 25%
Final Exam: 35%
Participation: 20%

INTERNATIONAL RELATION PROGRAM

POLS 110 – POLITICAL THEORY

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: NONE

OPEN FALL, SPRING SEMESTERS & SUMMER SESSION

COURSE DESCRIPTION

The field of politics is considered to encompass three distinct subdivisions namely political science, political philosophy, and political theory.

'Political science' draws upon empiricism and the scientific method and the acquisition of knowledge through observation, experimentation, and measurement. This 'scientific method', which claims to be value-free and objective, involves verifying or falsifying hypotheses by testing them against empirical evidence through repeated experiments. This field relies on the underlying assumption that the study of politics can be a science that resembles the methodology of the natural sciences, Political science, therefore has an important theoretical component to describe, prescribe, predict, and explain political phenomena.

'Political philosophy' covers abstract thought about politics, law, or society without concerning itself with revealing truth in a scientific manner Political philosophy concerns itself with the critical evaluation of political beliefs, and to clarify and refine political ideas and concepts.

'Political theory' is seen as a subfield of political science involving the analytical study of ethical and normative ideas and doctrines that have been central to political thought, such as liberty, equality, freedom, dignity, justice, citizenship, power etc. Political theories, reflecting a system of political values, institutions, practices grounded in historical or cultural contexts, often claim for themselves the attributes of universality, and compel others to accept it, leading to what is generally known as 'ideological conflicts.' The idea is to learn from the inherent debates in political theory and device ways to change society for the better.

Political theory is a core area of political science. From ancient Greece to the present, the history of political theory has dealt with fundamental and perennial ideas of political science, some of which will be explored in this class.

A British political scientist David Held defines political theory as "a network of concept and generalizations about political life involving ideas, assumptions and statements about the nature, purpose and key features of government, state and society and about the political capabilities of human beings."

This course is an introduction to many concepts, discussions and debates in political theory aiming to provide students with the ability to better make sense of political reality.

COURSE OBJECTIVES

To familiarize students with the nature of political theory to enhance their capacities for critical reflection.

To familiarize students with central debates in political theory allowing them to discuss works of pertinent thinkers.

To enable students to critically engage with canonical texts, to compare them analytically, and to translate what they mean for the present.

To understand how political concepts such as justice, freedom, rights, citizenship etc. have multiple and often, conflicting meanings.

To locate one's own areas of interest in the discipline.

To develop oral, written and research skills, operating under deadlines, learning to accept criticism, engaging in debates and discussions.

INTERNATIONAL RELATION PROGRAM

POLS 110 – POLITICAL THEORY (cont.)

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: NONE

INSTRUCTIONAL METHODOLOGY

Instruction will consist of lectures, discussions, interactive case studies, videos, and debates.

BIBLIOGRAPHY

Heywood, Andrew (2004). *Political Theory, Third Edition: An Introduction*. Basingstoke; New York: Palgrave Macmillan, c2004. Its latest edition will be published in 2023.

Andrew Heywood is a British author of textbooks on politics and political science.

A (free) electronic copy of the book will be made available to all students enrolled in the class.

EVALUATION

The course will be graded on a 100-point scale, and the final grade will be determined as follows:

Attendance	15%
Participation	10%
Discussion Leading	15%
Research Presentation	15%
Research Paper	15%
Midterm Exam	15%
Final Exam	15%

INTERNATIONAL RELATION PROGRAM

POLS 200 – RESEARCH DESIGN & QUALITATIVE METHODS

US Credits: 4
ECTS Credits: 6

Semester hours: 52
Prerequisite: NONE

OPEN FALL, SPRING SEMESTERS & SUMMER SESSION

COURSE DESCRIPTION

This course provides an introduction to research design and methods in political science. Quite simply, a research design is a plan to answer a well-tailored research question. A research method is a strategy to implement the plan. Some common types of research methodology include quantitative research, Qualitative Research Methodology, mixed-method research, and experimental research. This course will focus on QUALITATIVE research methods. Some of the common qualitative designs will be covered from the following: phenomenology (examining human experiences through descriptions by people or lived experiences gathered through interview techniques), ethnography (collection and analysis of data about cultural groups through participant observation and interviews acknowledging researcher biases and beliefs), grounded theory (data is collected and analyzed and a theory is developed with hypotheses through inductive and deductive approaches and hypotheses are tested), historical (identification, location, evaluation, and synthesis of data from the historical past to draw conclusions relevant for the present), & case study (allowing a researcher to generate hypotheses through qualitative or quantitative methods) and action research (seeks action to improve practice by prescription).

This course will expose students to the research journey from choosing a research question and creating a research design with qualitative research methods.

COURSE OBJECTIVES

The objectives of this course are both subject-specific and general.

General objectives include the development of written and research skills as the course requires students to become able to read, absorb and critically assess a significant amount of complex (and at times contradictory) material; Compiling data and research materials on a subject; Developing convincing memos and report writing skills; Creating and conducting formal oral briefings; Operating under deadlines; Accepting criticism; Discussing and debating in a diplomatic and politically correct manner

The specific objective of the course is to demonstrate the creative and logical ability to; choose a research topic, narrow down a research question, formulate a researchable research questions, operationalize terms in research question, (2) choose appropriate methods for answering those questions, (3) collect data necessary for the implementation of his projects, and (4), communicate the details of his projects in oral and written forms.

INSTRUCTIONAL METHODOLOGY

Lectures, practical exercises and a step by step modeling of the students research project will drive the teaching method.

BIBLIOGRAPHY

Ritchie, J. & Lewis, J. 2004. "Qualitative Research Practice: A Guide for Social Science Students and Researchers.". Choice Reviews Online 41(03):41-1319-41 1319. doi: 10.5860/CHOICE.41-1319.

Inaam Akhtar. Research design, in Research in Social Science: Interdisciplinary Perspectives, pp. 68-84. Akhtar, Dr. Md Inaam, Research Design (February 1, 2016). Available at SSRN: <https://ssrn.com/abstract=2862445> or <http://dx.doi.org/10.2139/ssrn.2862445>

EVALUATION

Midterm Exam: 30%
Final Exam: 30%
Map Quizzes: 20%
Attendance & Participation: 20%

BUSINESS & INTERNATIONAL RELATION PROGRAMS

POLS 210 - ISSUES IN INTERNATIONAL POLITICS

US Credits: 3
ECTS Credits: 5

Semester hours: 40
Prerequisite: NONE

OPEN FALL, SPRING SEMESTERS & SUMMER SESSION

COURSE DESCRIPTION

This course exposes students to theoretical and practical aspects of international politics. The first part of the course equips students with the theoretical tools to analyze international relations from a variety of perspectives. The second part of the course moves thematically through current issues in international politics, including globalization, the Global South, nuclear weapons proliferation, international political economy and geopolitics. The third part of the course demands students become increasingly active in their learning as they assume the role of teacher for their peers and engage in a sustained international crisis simulation.

COURSE OBJECTIVES

By the end of this course students should:

- understand what is meant by theory and why theorizing of international politics is an important enterprise
- demonstrate knowledge and understanding of the key issues and literature in the discipline
- be able to locate an area of interest within the discipline and demonstrate detailed and current knowledge of that area
- demonstrate knowledge and understanding of international politics beyond an immediate area of interest
- be able to analyze practices of world politics from a conceptual perspective
- be able to discuss in depth some of the main issues in international politics

INSTRUCTIONAL METHODOLOGY

The course will be arranged around 30 to 40 minute lectures, significant small group discussion periods, whole class discussion and debates. Students complete two iterations of a power politics game and an international crisis simulation during the final weeks of the semester.

BIBLIOGRAPHY

Selected journal articles are posted on the e-Campus for students to download and read in preparation for each class of the course. These articles are selected to highlight specific topics and themes covered in the course and are changed annually.

[The Globalization of World Politics: An Introduction to international Relations](#), Baylis, Oxford, 6th edition.

EVALUATION

Midterm Exam: 30%
Final Exam: 30%
Map Quizzes: 20%
Attendance & Participation: 20%

INTERNATIONAL RELATION PROGRAM

POLS 310 – UNDERSTANDING THE EUROPEAN UNION

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: NONE

OPEN FALL, SPRING SEMESTERS & SUMMER SESSION

COURSE DESCRIPTION

Each student in this class is expected to gain substantially from an exchange of ideas through stimulating lectures, class discussion and final project presentations.

The classroom environment provides a wonderful opportunity to exchange political and often differing viewpoints with other bright, motivated, and involved students. It's an experience that you don't want to miss out on – and therefore, participation is strongly encouraged. However, good discussion depends on serious preparation by students. Students are strongly encouraged to read the texts carefully and critically and think through the readings before coming to class. Class participation is critical not only for your own intellectual development but also to ensure yourself a good grade in class.

COURSE OBJECTIVES

General objectives include the development of written and research skills as the course requires students to become able to read, absorb and critically assess a significant amount of complex (and at times contradictory) material; compiling data and research materials on a subject; developing convincing writing skills; creating and conducting formal oral briefings; operating under deadlines; accepting criticism; discussing and debating in a diplomatic and politically correct manner.

INSTRUCTIONAL METHODOLOGY

Instruction will consist of lectures, discussions, interactive case studies and debates, as well as student presentations, and class discussions on course topics as well as on readings.

BIBLIOGRAPHY

Book: *McCormick, J. (2008). Understanding the European Union: A concise introduction. New York: Palgrave Macmillan, Chapters 2 & 3, pp. 23-43.*

EVALUATION

Attendance & Participation	15%
Discussion Leading/Debate	10%
Research Presentation	15%
Outline of Research Paper	5%
Research Paper	15%
Midterm Exam	20%
Final Exam	20%

INTERNATIONAL RELATION PROGRAM

POLS 320 – INTERNATIONAL ORGANIZATIONS

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: NONE

OPEN FALL, SPRING SEMESTERS & SUMMER SESSION

COURSE DESCRIPTION

This course focuses on the nature and role of international organizations in global, regional & domestic policymaking. It will discuss their historical origins, design, functions, international and domestic factors that impact their operations and effectiveness. Although non-governmental organizations will be treated, they will not be the central focus of this course. The focus of this course will be on the challenges of cooperation from a theoretical perspective (realism, liberalism, Marxism etc.) in the international system and how international organizations are used, with varying degrees of success to overcome these problems. Specific international organizations will be studied beginning with a historical perspective on the League of Nations and its successor, the United Nations. At the regional level, organizations such as the EU, AU, OAS, MERCOSUR, and other specialized organizations such as NATO, IMF, WTO, UNEP et will be covered by reflecting on the future of international organizations and their capacity to solve global problems.

COURSE OBJECTIVES

The course is designed:

- 1) to give students a theoretical & practical understanding of international organizations and the global problems that they attempt to address.
- 2) To analyze the strengths and weaknesses of different international organizations.
- 3) Relate issues and processes of international relations to current affairs.
- 4) To prepare students to potentially work and intern in international organizations?
- 5) To improve research, writing and presentation skills.

INSTRUCTIONAL METHODOLOGY

This class will be taught through lectures, discussions, and case studies. Students will study cases and materials and critically assess the effectiveness of international organizations.

BIBLIOGRAPHY

J. Samuel Barkin (2023). *International Organizations: Theories and Institutions*. Palgrave Macmillan.

Additional assigned material such as articles or case studies will be made available to students via e-campus.

EVALUATION

25% Attendance + Participation
25% Presentation Case study + Report
25% Midterm Examination
25% Final Examination

INTERNATIONAL RELATION PROGRAMS

POLS 330 – INTERNATIONAL LAW & DIPLOMACY

US Credits: 3
ECTS Credits: 6

Semester hours: 40
Prerequisite: NONE

OPEN FALL, SPRING SEMESTERS & SUMMER SESSION

COURSE DESCRIPTION

This course provides a comprehensive introduction to the field of international law as an academic discipline including the nature, sources, and methods of international law, the relationship between international law and domestic law, the determination of international responsibility and the resolution of international disputes, and the bases of national jurisdiction over international conduct. Some select substantive areas of international law will be covered, including the use of force and the laws of war, human rights, and international trade law. Where relevant, the course will follow current events.

COURSE OBJECTIVES

The course is designed:

- 1) to give students a global understanding of the formation, application and enforcement of rules governing international relations and, ultimately, provide them with practical skills in legal reasoning and arguing, research and writing on international issues.
- 2) To understand the role of power relations in the formation, application, and enforcement of international law.
- 3) To understand the utility of international law in the conduct of international affairs.

INSTRUCTIONAL METHODOLOGY

This class will be taught through lectures, discussions, and case studies.

BIBLIOGRAPHY

Shaw Malcolm Nathan (2021). International Law, Cambridge University Press, 9th Edition.

Additional assigned material such as articles or case studies will be made available to students via e-campus.

EVALUATION

25% Attendance + Participation
25% Presentation Case study + Report
25% Midterm Examination
25% Final Examination

BUSINESS & INTERNATIONAL RELATION PROGRAMS

TOEFL PREPARATION COURSE

US Credits: 0
ECTS Credits: 0

OPEN SUMMER SESSION ONLY

COURSE DESCRIPTION

This course is offered to all CEFAM students to help them achieve the minimum score of 550/213/79 required by CEFAM's partner universities on the TOEFL (Test of English as a Foreign Language) examination. The course is comprised of both oral listening activities and extensive exercises designed for grammar and vocabulary improvement. All three versions of the TOEFL test currently available will be addressed.

COURSE OBJECTIVES

The goal is to give students the confidence and skills necessary to successfully complete the TOEFL examination.

INSTRUCTIONAL METHODOLOGY

The course will be developed through discussion, computer-based exercises and experiential learning.

BIBLIOGRAPHY

Exercises taken from *Total Prep Kit for the TOEFL IBT*, MBA, Center Publications, Hubert Silly

EVALUATION

Passing the TOEFL Examination with a minimum score of 550 (paper based test)/213 (computer based test)/79 (internet based test).

APPENDICES

THE CEFAM UNDERGRADUATE FACULTY

Anand, Ruchi	Ph.D., International Relations in the US, Purdue University M.A., International Relations, Jawarharlal Nehru University M.Phil., International Law, Jawarharlal Nehru University M.A., International Relations, Purdue University
Ben Amar, Abdelkarim	Ph.D., Atomic and Nuclear Physics, Lyon I D.E.A, Atomic and Nuclear Physics, Lyon I
Blunt, Kelly	M.B.A, Health Administration, Duke University, Durham
Bosc, Julie	M.B.A., Marketing, INSEEC
Chryssomalis, George	M.B.A., McGill University
Dopkowski, Joshua	M.B.A., Sonoma State University, Rohnert Park, CA
Goudard-Patot, Florian	Diplôme Expertise Comptable, OEC Rhône-Alpes DSCG, Sciences U, Lyon
Grangeon, Baptiste	Titre CEFAM, « Manager des Organisations à l'international, RNCP Niveau 7
Kallimani, Trevor	M.A., Human Rights, University of Essex
Maire, Gaël	Master's degree, Information System & Web Intelligence, Université Jean Monnet, Saint Etienne, France
Muselet, Jérémie	Master, Sciences de Gestion, Université de Lille
Russev, Andrey	Master in Digital Marketing & Web design, University of Economics, Varna
Scarsi, Giuliano	Ms in Environmental Science, University of Genoa Ms in Environmental Systems, University of Genoa
Scott-Griffiths, Paul	Law Degree, Liverpool John Moore University
Siegel, Eric	M.B.A., Finance / Corporate Restructuring, EM Lyon
Tomczak, Anna	Master of Science, Sciences of Culture, University of Warsaw
Zanda, Chris	M.B.A., Finance, DePaul University
Zanda, Rémi	Diplôme Ingénieur, Institut National des Sciences Appliquées de Lyon

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ACADEMIC RESOURCES



CEFAM is located on the **Campus HEP René Cassin** in Lyon, established in 2004.



The campus is made up of 24 different schools and training centers that share common values and have chosen to combine resources to improve the quality of their facilities and services. The more than 6,000 enrolled students represent many different populations, backgrounds, and educational objectives. This diversity is an essential part of CEFAM's identity and contributes to our students' academic and professional success.



CEFAM's students, faculty, and corporate partners benefit from a cutting edge academic environment that includes some of the following features:

- 140 training rooms – 24 amphitheatres, 14 computer classrooms, over 100 modular classrooms, 48 study booths;
- Information Technology Department – Wireless campus, 40 servers, 22 academic and administrative platforms, 1,000 computer terminals, 14 computer classrooms, open access computer lab containing 80 work stations;
- Library and research facility - 4,500 works, free access to private data bases for company and industry research, document management services;
- Multi-media Learning Center;
- Cafeteria;
- Study and lounging spaces;
- 24/7 on campus security services;
- Photocopying facilities (<https://canon.upi-cassin.com>)
- Psychologists (rdv.apsytude@gmail.com / www.apsytude.com)



CEFAM's administration and faculty has worked in close collaboration with the campus IT department and the Multi-media Learning Center to develop CEFAM's learning platform, Rise Up. This platform is accessible to all students, faculty, and administration on campus or from home thanks to personalized secure access codes. Rise Up is the place to publish and find information, course syllabi, content, and calendars, pertinent documents, e-mail exchanges, etc...).



All the facilities and services offered on campus enhance the spirit of exchange and cooperation for improved communication and learning.

ACADEMIC CALENDAR 2024-2025



SEPTEMBER 2024	OCTOBER 2024	NOVEMBER 2024	DECEMBER 2024	JANUARY 2025	FEBRUARY 2025	MARCH 2025	APRIL 2025	MAY 2025	JUNE 2025
S 1 Orientation Day Friday, Aug. 30, 2024	T 1	F 1 Bank Holiday	S 1	W 1 Bank Holiday	S 1	S 1	T 1	T 1 Bank Holiday	S 1
M 2 Fall semester begins	W 2	S 2	M 2	T 2	S 2	S 2	W 2	F 2 (18)	M 2
T 3	T 3	S 3 (44)	T 3	F 3 (01)	M 3	M 3	T 3	S 3	T 3
W 4	F 4 Week 5 (40)	M 4	W 4	S 4	T 4	T 4	F 4 Week 11 (14)	S 4	W 4
T 5 Week 1 (36)	S 5 INTERNSHIP JURIES 2 Month internships	T 5	T 5	S 5	W 5	W 5	S 5	M 5	T 5
F 6 Last day to drop a class	S 6	W 6	F 6 Week 13 (49)	M 6	T 6	T 6	S 6	T 6	F 6 Week 4 (23)
S 7 Parents' meeting 1st year	M 7	T 7	S 7	T 7	F 7 Week 4 (06)	F 7 (10)	M 7	W 7	S 7
S 8	T 8	F 8 Week 9 (45)	S 8	W 8	S 8	S 8	T 8	T 8 Bank Holiday	S 8
M 9	W 9	S 9	M 9	T 9	S 9	S 9	W 9	F 9 (19)	M 9 Bank Holiday
T 10	T 10 Week 6 (41)	S 10	T 10	F 10	M 10	M 10	T 10	S 10	T 10
W 11	F 11 Last day to withdraw a class	M 11 Bank Holiday	W 11 FINAL EXAMS	S 11 Parents' meeting 4th year	T 11	T 11	F 11 Week 12 (15)	S 11	W 11
T 12 Week 2 (37)	S 12	T 12 6 month internship reports due / HOB	T 12 (59)	S 12	W 12	W 12	S 12	M 12 Summer Session begins	T 12 Week 5 (24)
F 13 2 month internship reports due	S 13	W 13	F 13 6 month internship reports due	M 13 Spring semester begins	T 13 Week 5 (07)	T 13 Week 8 (11)	S 13	T 13	F 13 6 month internship reports due
S 14 Integration	M 14	T 14	S 14	T 14	F 14 Last day to withdraw a class	F 14	M 14	W 14	S 14
S 15	T 15	F 15 Week 10 (46)	S 15	W 15	S 15	S 15	T 15	T 15 Week 1 (20)	S 15
M 16	W 16 MIDTERM EXAMS	S 16	M 16 Business Game	T 16 Week 1 (03)	S 16	S 16	W 16	F 16 Last day to drop a class	M 16
T 17	T 17	S 17	T 17 Junior & Senior year students	F 17 Last day to drop a class	M 17	M 17	T 17	S 17	T 17
W 18	F 18 Week 7 (42)	M 18	W 18	S 18	T 18	T 18	F 18 Week 13 (16)	S 18	W 18
T 19	S 19	T 19	T 19 (51)	S 19	W 19 MIDTERM EXAMS	W 19	S 19	M 19	T 19
F 20 Week 3 (38)	S 20	W 20	F 20	M 20	T 20	T 20	S 20	Easter	F 20
S 21	M 21	T 21	S 21	T 21 Faculty meeting	F 21 Week 6 (08)	F 21 Week 9 (12)	M 21	Easter Monday	S 21
S 22	T 22	F 22 Week 11 (47)	S 22	W 22	S 22	S 22	T 22	Week 2 (21)	S 22
M 23	W 23	S 23	M 23	T 23	S 23	S 23	W 23	FINAL EXAMS	M 23
T 24	T 24 Week 8 (43)	S 24	T 24	F 24 Week 2 (04)	M 24	M 24	T 24	(17)	T 24
W 25	F 25	M 25	W 25	S 25	T 25	T 25	F 25	S 25	W 25
T 26	S 26	T 26	T 26 (52)	S 26	W 26	W 26	S 26	M 26	T 26
F 27 Week 4 (39)	S 27	W 27	F 27	M 27	T 27	T 27	S 27	T 27	F 27
S 28	M 28	T 28 THANKSGIVING	S 28	T 28	F 28 Week 6 (09)	F 28 Week 10 (13)	M 28	W 28	S 28
S 29	T 29	F 29	S 29	W 29	S 29	S 29	T 29	T 29 Bank Holiday	S 29
M 30	W 30	S 30	M 30	T 30	S 30	S 30	W 30	F 30 Week 3 (22)	M 30
	T 31 (44)		T 31	F 31 Week 3 (05)		M 31		S 31	Internship juries Friday, July 5, 2024

VACATION

FINAL EXAMS

MIDTERM WEEK