



PROPOSAL FOR A DUAL-DEGREE PROGRAM BETWEEN

**EM LYON BUSINESS SCHOOL
(Bachelor of Business Administration - BBA)**

AND

**GLENDON CAMPUS – YORK UNIVERSITY
(International Bachelor of Arts – iBA)**

The following proposal pertains to the establishment of a dual degree program, that is, “a program of study offered by two or more universities or by a university and a college or institute, including Institutes of Technology and Advanced Learning, in which successful completion of the requirements is confirmed by a separate and different degree/diploma document being awarded by at least two of the participating institutions, of which one is York University”, as defined by YUQAP. The proposed program combines: (1) the International Bachelor of Arts (iBA) in International Studies (ILST) at the Glendon campus of York University; and (2) the Bachelor of Business Administration (BBA) offered by EM Lyon Business School at its St. Etienne campus in France.

About EM Lyon Business School

EM Lyon is well known for its emphasis on entrepreneurship, international business and innovation. The school was ranked #1 incubator in France and its MBA program is ranked among the best in the world. The EM Lyon Business School also places great emphasis on experiential education and its BBA program includes business games, team work and technology-mediated business simulations in addition to actual corporate internships and business start-ups. EM Lyon offers courses in French and in English.

EM Lyon holds three of the world's most important business school accreditations:

1. AACSB (Association to Advance Collegiate Schools of Business), which is an American-based accreditation held by Yale University, Columbia University, Harvard University, Cornell University, etc.
2. AMBA (Association of MBAs), which is based in London, UK. This global accreditation agency is mainly present in Europe. In Canada, Schulich School of Business (York University), Telfer School of Management (University of Ottawa) and HEC (Montréal) are AMBA accredited.

3. EQUIS (EFMD Quality Improvement System), based in Brussels. Schulich School of Business, along with 21 other Canadian business schools are EQUIS accredited.

About Glendon

York University's Glendon Campus offers 21 undergraduate bilingual programs of study to almost 2800 Francophone and Francophile students. Bringing together the most popular fields in human and social sciences, the programming comprises high quality programs of study, including French Studies, Translation, Political Science, Economics, History, as well as several interdisciplinary programs in International Studies, Canadian Studies, Linguistics and Language Studies, and Multidisciplinary Studies. In 2015-16, Glendon added two BSc programs in Psychology and Biology. At the graduate level, Glendon offers four master's programs: French Studies, Translation, Conference Interpreting, and Public and International Affairs. The latter is part of the School of Public and International Affairs which, since 2008, offers students a bilingual education in public affairs, including a summer internship with the government or an NGO. Finally, Glendon offers a doctoral program in Francophone Studies.

For nearly 50 years, Glendon has been offering a bilingual university education in the liberal arts. The value of this education is made manifest by the success and notoriety of a significant number of its graduates. It is also visible in the quality of students currently pursuing their studies at Glendon and in their high degree of satisfaction with their university experience.

As the only institution in southern Ontario to offer a variety of academic programs in French, Glendon has a special responsibility to the Francophone community and the Francophile student population of the region. In 2008, the Ontario government recognized its crucial role by providing a \$20 million capital infrastructure investment, and by designating Glendon as the Centre of Excellence for French and bilingual postsecondary education in southern Ontario.

As the hub for university education in French in Central and Southwestern Ontario, Glendon intends to continue to strengthen its existing programs and develop new programs in collaboration with many academic partners across the province, Canada and around the world. The proposed partnership with EM Lyon Business School aims at strengthening the deployment of these new programs in order to increase Glendon's capacity and to strengthen the ties it has developed over the last fifty years with the international Francophonie.

(i) Objectives and Program Content

Alignment with Faculty and University Plans

The Strategic Mandate Agreement between York University and the Ministry of Training, Colleges and Universities (MTCU) lists Glendon's bilingual programming as both an area of institutional strength and a key area of differentiation. Business administration is one of five new programs that are part of York's strategic enrolment plan to expand French-language and bilingual programs and enrolments at Glendon.¹ Business administration has also been

¹ Ontario Ministry of Training, Colleges and Universities and York University' Strategic Mandate Agreement (2014-17), p. 13 (<http://www.tcu.gov.on.ca/pepg/publications/vision/YorkAgreement.pdf>).

recognized by the Ministry as a target for bilingual programming, and funding has been made available to Glendon for this purpose.²

A Canadian leader in the delivery of bilingual education³, Glendon was recognized by the Ontario government as the Centre of Excellence for French-language and Bilingual Postsecondary Education in southern Ontario in 2008.⁴ Expansion is already underway with a new building, new meeting and study space as well as capacity to offer additional programming with important implications for southern Ontario and York University.

Moreover, the 2015-2020 Glendon Academic Plan prioritizes efforts to increase the number of French-language students on the campus.⁵

The proposed dual degree program iBA Glendon – BBA EM Lyon is built upon Glendon's international orientation and bilingual capacity and responds to the need for bilingual business education in the central and southwest regions of Ontario. This program will allow students enrolled at Glendon to complete their 3rd and 4th years of a BBA at EM Lyon, while EM Lyon students will come to Glendon to complete their 3rd and 4th years to obtain an iBA from Glendon – York University. At the end of the program, students will receive both credentials: an iBA from Glendon – York University and a BBA from EM Lyon. The program has been structured so that both Glendon – York University and EM Lyon will recognize the equivalent of 60 credits of courses taken at the other institution.

The EM Lyon BBA program is well aligned with Glendon's iBA in International Studies program which focuses on bringing international perspectives and experiences to a university degree. The dual degree program will thus marry a business education together with a liberal arts education, with an international orientation. Glendon's excellence in languages and cross-cultural studies makes it an ideal match for students seeking to gain a bilingual business education. The ILST program puts emphasis on a broad interdisciplinary and multicultural conception of international society. It offers students the opportunity of developing a systematic understanding of the problems and potentialities of international society, with special reference to its historical, philosophical, strategic, legal, economic and cultural dimensions.

To reflect the multicultural nature of the Greater Toronto Area's business community, the dual degree program will be built on the long collaborative history between Ontario and the Rhône-Alpes region. EM Lyon Business School is part of France's *Grandes Écoles* network and normally ranks among the top five business schools in France and among the 15 best in Europe. The association with an internationally renowned institution as EM Lyon will enable Glendon to optimize its recruitment strategy by building on the reputation of EM Lyon.

This arrangement will create a program based on a long-standing foundation of over 140 years of business education at EM Lyon and nearly 50 years of language training and liberal arts education at Glendon. Given Glendon's expertise in languages and the fact that business success and economic globalization require proficiency in several languages, the program will offer students the possibility of a bilingual (French/English) education.

² News Ontario Ministry of Training, Colleges and Universities, *Action Plan for French-Language Postsecondary Education* (<https://news.ontario.ca/tcu/en/2013/10/action-plan-for-french-language-postsecondary-education.html>).

³ York's White Paper Overview, April 2010, p.6 (http://vpap.info.yorku.ca/files/2012/09/White_Paper_Overview_April_15.pdf).

⁴ News Ontario Ministry of Training, Colleges and Universities, Ontario Invests in New Centre for French-Language Education at York University (<https://news.ontario.ca/archive/en/2008/02/27/Ontario-Invests-In-New-Centre-For-FrenchLanguage-Education-At-York-University.html>).

⁵ Glendon Academic Plan 2015-2020, p. 6.

York University's Schulich School of Business is also willing to consider seconding some of its faculty members, especially French-speaking ones, to teach business courses at Glendon. In addition, some of the students entering this program through Glendon could, instead of going to EM Lyon for their 3rd and 4th years of the BBA, be admitted into the BBA program at Schulich in the second year. Students who no longer wish to go to France after their second year will be redirected to another Glendon program. The International Studies and Business Economics programs would be the most natural fit.

The main features of the program are:

- Dual degree: Glendon Honours iBA and EM Lyon BBA.
- Two years at Glendon + two years at EM Lyon.
- The program is designed as a bilingual program: the language of instruction will primarily be French, with the opportunity to take courses in English at Glendon and EM Lyon.
- Students will participate in two internships in France, Canada or in a country where French is an official language.
- Effective Date: September 2016.

The program will offer a variety of specializations based on the expertise available at EM Lyon, Glendon and York:

1) Functional specialization:

- Finance
- Accounting
- Marketing
- Management

2) Specialization by sector

- Leadership and Management of Non-Profit Organizations
- Business Consulting
- Communications and Media Management
- e-commerce
- Entrepreneurship

Note: The areas of specialization offered in this program will be determined based on the expertise of Glendon faculty and the availability of specialized courses at EM Lyon.

- **International Orientation**

The program will have a strong international focus, reflecting the current International Studies curriculum and also thanks to Glendon's location in Toronto, a global city.

- **Experiential Education**

Toronto offers many opportunities for student placements and internships in the bilingual business community. Placements/internships in a Francophone or bilingual environment would offer students another opportunity to work in French and to explore cross-cultural business issues. Students admitted to the dual degree program could also take advantage of placements/internships in French companies affiliated with the France-Canada Chamber of Commerce. Students will also complete placements/internships while at EM Lyon.

- **Combining Theoretical and Practical Approaches**

The courses offered both at EM Lyon and at Glendon will be taught both by faculty and by bilingual practitioners from outside the University.

Analysis of Student Demand

- *General Demand*

Business tends to account for a significant proportion of enrolment in small, liberal-arts oriented institutions comparable to Glendon: Acadia 16% (512 students total), Bishop's 27% (735), Huron University College 18% (252), Mount Allison 10% (250). Trent, which is not particularly known for business, sits at 11% (690).

- *Demand for a Glendon Program*

In general, languages are understood to be highly complementary to work in the global marketplace where business increasingly transcends borders; English and French continue to be critical in the Canadian context. Internationally, according to Bloomberg Business, French is the most useful business language after English and Mandarin.⁶ Glendon's language focus is reinforced by a strong international orientation as well as our location in Canada's business capital. With a working capacity in both English and French, graduates of our program would be well prepared for careers in multinational firms, international NGOs geared to development, and national head offices based in Toronto or with Quebec-based organizations.

- *Target Markets*

Graduates of Ontario's French-language high schools – the dual degree program would be the only bilingual business offering in Southern Ontario and would attract a significant number of local Francophones seeking to continue their studies in their native language. Francophones from northern and eastern Ontario would also be attracted by Toronto. These Francophones usually also speak English fluently.

French immersion graduates – there is a large pool of French immersion students in the GTA who seek professionally-oriented programs. These students have a demonstrated interest in Glendon's bilingual model: they understand the advantages of maintaining the proficiency in French they have worked so hard to achieve, and have the ability to study in both languages from the outset. They tend to be academically strong students, and many prefer to stay close to home.

There is a sizeable local community of Francophone new Canadians seeking business-oriented credentials. They often require a French-language option for university study while they learn English. They could learn English while being at Glendon.

Visa students – a Toronto based, language-enhanced Business program should draw Francophones from outside Canada who wish to study in their native language and learn

⁶ John Lauerman, Mandarin Chinese Most Useful Business Language After English, August 2011 (<http://www.bloomberg.com/news/articles/2011-08-30/mandarin-chinese-most-useful-business-language-after-english-1->).

English.

Enrolment Projections

There is currently no French-language Business program in Southern Ontario even though there is a great demand for business programs leading to a BBA in the GTA. Glendon's partnership with EM Lyon would allow York University to build on Glendon's emphasis on language training to offer a bilingual program. The projected enrolment in the dual degree program is 25 students per year. These enrolment projections are based on the projected growth in applicants from French-language secondary schools and from French-language immersion schools. Ontario secondary school students graduating with the Specialist High Skills Majors in Business will create a great pool of potential applicants.

ENROLMENT PROJECTIONS:	2016	2017	2018	2019	2020
	3	28	50	70	88

(Underlying Assumptions: 1-Year Retention Rate = 90%; 2-Year Retention Rate = 80%.)

These enrolment projections include first-year intake and the anticipated steady-state enrolment in 2020. Glendon has received funding from the province to provide the necessary human (faculty and staff), physical and financial resources to support the program.

Resources

The program will comprise new and existing courses. Three new faculty positions in business administration have been approved by the Vice-President Academic and Provost and advertised to ensure the delivery of business courses in finance, management, project management, and marketing. Current faculty members in the Department of International Studies, as well as in other departments such as Economics/Business Economics and Mathematics, will also support the program. The recruitment of new professors and lecturers for the academic year 2016-17 will leverage Glendon course offerings to better prepare Glendon students for their 3rd and 4th years at EM Lyon. A program coordinator will be needed. There will also be a need to coordinate internships and placements. Educational resources in business will be acquired to strengthen the entrepreneurial and commercial side of the Frost Library. All new staff and faculty positions will be financed by the Ministry of Training, Colleges and Universities (MTCU).

Partnerships

The dual degree program may benefit from the resources of York's Schulich School of Business. A number of Schulich faculty members, some of whom speak French fluently, may be called upon to teach business courses at Glendon. Glendon will also benefit from the extensive expertise of professors from EM Lyon. The ability to offer specialized courses in a block format during the summer on the Glendon campus by professors from EM Lyon and other universities in the Francophonie could also be explored.

(ii) Admission Requirements

Students enrolled in this dual degree program will have to meet both the existing admission requirements for the Glendon iBA in International Studies and the requirements of the EM Lyon BBA Program. The admission requirements also reflect those of the Schulich School of

Business BBA program. Furthermore, French and English 4U are both required. These additional requirements apply solely to the cohort of students entering the dual degree program. They do not apply to students who want to major in ILST only.

Admission to the dual degree program will be based on several criteria:

1. Academic background and performance

Ontario applicants must present an Ontario Secondary School Diploma (OSSD) or equivalent with a minimum of six 4U and/or 4M courses including:

- 4U English (ENG4U) or 4U French (FRA4U, FIF4U or FEF4U)
- 4U Advanced Functions (MHF4U)
- 4U Calculus and Vectors (MCV4U) or 4U Mathematics of Data Management (MDM4U)
- No more than two 4M courses will be considered
- a minimum of 70% in prerequisite courses

To be considered for admission as a mature applicant, a prospective student must:

- be at least 20 as of the first day of classes;
- have been out of full-time high school studies for at least two years or have returned to upgrade after a two-year absence;
- have attempted less than one full year of studies at an accredited college or university;
- not have an unfavourable academic record;
- have demonstrated potential for success through academic, professional or volunteer activities, and other accomplishments.
- present an Ontario Secondary School Diploma (OSSD) or equivalent, including:
 - 4U English (ENG4U) or 4U French (FRA4U, FIF4U or FEF4U) or equivalent
 - 4U Advanced Functions (MHF4U) or equivalent
 - 4U Calculus and Vectors (MCV4U) or 4U Mathematics of Data Management (MDM4U) or equivalent
 - No more than two 4M courses will be considered
 - a minimum of 70% in prerequisite courses or equivalent.

To be admitted as a university transfer student, an applicant will be required to:

- have completed at least four full-year courses or one year of full-time studies at an accredited university;
- have obtained a minimum overall average of 2.3 on a 4-point scale (C+/65% or equivalent);
- present an Ontario Secondary School Diploma (OSSD) or equivalent, including:
 - 4U English (ENG4U) or 4U French (FRA4U, FIF4U or FEF4U) or equivalent
 - 4U Advanced Functions (MHF4U) or equivalent
 - 4U Calculus and Vectors (MCV4U) or 4U Mathematics of Data Management (MDM4U) or equivalent
 - No more than two 4M courses will be considered
 - a minimum of 70% in prerequisite courses or equivalent.

To be admitted as a college transfer student, an applicant will be required to:

- have completed a diploma program or at least two full semesters or one year of full-time studies at an accredited college;
- have maintained a minimum overall average of 3.0 on a 4-point scale (B/70% or equivalent) including all attempted courses;
- present an Ontario Secondary School Diploma (OSSD) or equivalent, including:
 - 4U English (ENG4U) or 4U French (FRA4U, FIF4U or FEF4U) or equivalent
 - 4U Advanced Functions (MHF4U) or equivalent
 - 4U Calculus and Vectors (MCV4U) or 4U Mathematics of Data Management (MDM4U) or equivalent
 - No more than two 4M courses will be considered
 - a minimum of 70% in prerequisite courses or equivalent.

2. Supplementary application requirements

In addition to the academic requirements, the following selection tools will be used:

Bilingual Digital Portfolio

The e-portfolio/digital application is a presentation of goals, motivation, achievements, and academic background and experience intended to demonstrate as clearly as possible the student's reasons for applying to the iBA Glendon – BBA EM Lyon program.

Bilingual Interview (30 minutes)

An interview panel will meet the candidate and decide whether this latter will be able to get the most out of the program.

(iii) Structure

The iBA Glendon – BBA EM Lyon dual degree program has been structured so as to ensure that it meets the degree-level and program-level expectations of the iBA in International Studies at Glendon – York University. In fact, the academic requirements of this iBA delivered by Glendon – York University remain unchanged.

Since the dual degree program will be structured as a 2 + 2 program, that is to say, two years at Glendon and two years at EM Lyon, there will be two possible entry points at Glendon: (1) in the first year (henceforth identified as *Direction Glendon → EM Lyon*); and (2) in the third year (coined *Direction EM Lyon → Glendon*).

Direction Glendon → EM Lyon

In the *Direction Glendon → EM Lyon*, Glendon students will receive in their first two years at Glendon a liberal arts education in International Studies and take introductory business courses which will prepare them for their third and fourth years at EM Lyon. In order to accomplish both objectives, the first two years at Glendon will be completely dictated. That is, all courses will be required and there will be no electives. The courses to be taken in each of these two years are outlined in Appendix A. Additional EM Lyon courses necessary to fulfill the iBA requirements are also specified. Course descriptions are available in Appendix B. We demonstrate below how the requirements of Glendon's Honours iBA in International Studies will be met:

Program Requirements

Honours iBA: 120 Credits

a. Major requirement: students must complete 42 credits in International Studies (ILST) and/or from the list of approved courses*, as follows:

- [GL/ILST 2644 6.00](#) **International Society: History, Philosophy and Theories** (1st year at Glendon);
- [GL/ILST 2655 6.00](#) **Global Geography: Physical and Human Aspects** (1st year at Glendon);
- [GL/ILST 2622 3.00](#) **Culture, Globalization and International Civil Society** (2nd year at Glendon);

- 9 major credits at the 3000 level, as follows:
 - [GL/ILST 3250 3.00](#) **International Economics and Development** (2nd year at Glendon);
 - [GL/ILST 3505 3.00](#) **Research in International Studies** (2nd year at Glendon);
 - [GL/ILST 3650 3.00](#) **International Peace, Security and Human Rights** (2nd year at Glendon);

- 12 major credits at the 4000 level, as follows:
 - [GL/ILST 4501 3.00](#) **Séminaire Envol/Capstone Seminar** (4th year; joint course between EM Lyon and Glendon);
 - 9 additional major credits at the 4000 level:
 - [GL/ILST 4260 3.00](#) **International Finance** (2nd year at Glendon);
 - **International Business**, 5 ECTS (4th year at EM Lyon);
 - **International Negotiation**, 5 ETCS (4th year at EM Lyon);
 - **GRH à l'international**, 5 ECTS (4th year at EM Lyon);

- six additional major credits at any level:
 - [GL/ECON 1000 3.00](#) **Introduction to Economics: Microeconomics** and [GL/ECON 1010 3.00](#) **Introduction to Economics: Macroeconomics** (ILST approved courses; 1st year at Glendon).

Courses taken to fulfill the major requirements may also be used to fulfill the iBA requirements.

***Note:** The list of ILST approved courses is available in Appendix A.

b. General education requirement: every Glendon student shall complete the equivalent of at least six credits in each of three of the four general education divisions (for a total of 18 credits): humanities, modes of reasoning, natural science, social science.

The following courses will contribute to fulfilling the Gen. Ed. Requirement: [GL/ILST/HUMA 2644 6.00](#), [GL/ILST/SOSC 2655 6.00](#); and [GL/MATH/MODR 1610 3.00](#) and [GL/MATH/MODR 1620 3.00](#); all to be taken in the 1st year at Glendon.

c. Bilingual requirement: for the bilingual iBA, students must complete at least 18 credits in each official language (English and French). At least 6 of these credits must be completed at Glendon from the following two categories:

- French as a second language and/or in English as a second language at the 2000 level or above;
- discipline courses which are designated as satisfying the bilingual requirement.

The remaining 12 credits in either official language may be completed abroad.

Note that all but two of the ILST courses listed under the major requirement are offered in both languages every year. The courses ECON 1000/1010 are also offered in both languages every year. Moreover, the following courses will be offered every year...

in French:

- GL/ADMI[†]1XXX 3.00 Introduction au droit des affaires (1st year at Glendon);
- GL/ADMI 1XXX 3.00 Introduction à la gestion (1st year at Glendon);
- GL/ADMI 2XXX 3.00 Introduction à la gestion des ressources humaines (2nd year at Glendon);
- GL/ADMI 2XXX 3.00 Introduction à la gestion de projets (2nd year at Glendon);
- GL/ADMI 2XXX 3.00 Introduction au marketing (2nd year at Glendon);

in English:

- [GL/MATH/MODR 1610 3.00](#)
- [GL/MATH/MODR 1620 3.00](#)

Students will also have the possibility of completing courses in both languages at EM Lyon. Consequently, students will be able to fulfil the bilingual requirement by making appropriate language choices.

[†]**Note:** An identifier will be created for the business administration courses offered in the context of this dual degree program. We have tentatively used ADMI in this document.

d. Internationally-oriented course requirement: at least 12 credits of internationally-oriented courses.

This requirement is automatically fulfilled by the completion of ILST courses in the program.

e. Exchange requirement: at least one full term abroad as a full-time student at an institution with which Glendon and/or York has a formal exchange agreement.

Students will spend two years at EM Lyon. In order to receive credits for an EM Lyon course, students need to obtain a minimum of 10 out of 20 in the course.

f. Upper-level credits: at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level. This includes the 3000 and 4000 level credits in the major listed above (under major credits).

Glendon's Honours iBA in ILST major requirement comprises 9 credits at the 3000 level and 12 credits at the 4000 level. Students will complete 60 ECTS (i.e. the equivalent of 30 credits) at the 3000 level during their third year at EM Lyon. They will further complete 60 ECTS (or 30 credits) at the 4000 level during their fourth year at EM Lyon.

g. Credits outside the major: at least 18 credits.

This requirement is fulfilled by means of the 15 credits of ADMI 1XXX courses and 6 credits of MATH courses that are mandatory in the dual degree program.

h. Residency requirement: a minimum of 30 credits at York and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at Glendon.

In their first two years at Glendon, students will take at least 60 credits at York, including 33 out of 42 ILST major credits.

i. Graduation requirement: students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 (C+).

The average will be based on all courses taken at Glendon.

Direction EM Lyon → Glendon

In the Direction EM Lyon → Glendon, EM Lyon students will receive in their third and fourth years at Glendon a liberal arts education in International Studies and take advanced business administration courses. In collaboration with EM Lyon, we will create these advanced courses so that they align with the first two years of business study in France. Students will be encouraged to take these courses. Students will also have to take International Studies courses as outlined in Appendix A. Course descriptions are available in Appendix B. We demonstrate below how the requirements of Glendon's Honours iBA in International Studies will be met:

Program Requirements

Honours iBA: 120 Credits

a. Major requirement: students must complete 42 credits in International Studies (ILST) and/or from the list of approved courses*, as follows:

- [GL/ILST 2644 6.00](#) **International Society: History, Philosophy and Theories** (3rd year at Glendon);
- [GL/ILST 2655 6.00](#) **Global Geography: Physical and Human Aspects** (3rd year at Glendon);
- [GL/ILST 2622 3.00](#) **Culture, Globalization and International Civil Society** (4th year at Glendon);

- 9 major credits at the 3000 level, as follows:
 - [GL/ILST 3250 3.00](#) **International Economics and Development** (4th year at Glendon);
 - [GL/ILST 3505 3.00](#) **Research in International Studies** (4th year at Glendon);
 - [GL/ILST 3650 3.00](#) **International Peace, Security and Human Rights** (4th year at Glendon);

- 12 major credits at the 4000 level, as follows:
 - [GL/ILST 4501 3.00](#) **Séminaire Envol/Capstone Seminar** (4th year; joint course between EM Lyon and Glendon);
 - 9 additional major credits at the 4000 level:
 - [GL/ILST 4260 3.00](#) **International Finance** (4th year at Glendon);
 - 6 more GL/ILST 4XXX credits at the student's choice during their 4th year at Glendon;

- six additional major credits at any level:
 - **Économie et diversité du capitalisme**, 2.5 ECTS (1st year at EM Lyon);
 - **Cross Cultural Management**, 2.5 ECTS (1st year at EM Lyon);
 - **Mondialisation et géopolitique**, 5 ECTS (2nd year at EM Lyon);
 - **Cross Cultural Management**, 2.5 ECTS (2nd year at EM Lyon).

Courses taken to fulfill the major requirements may also be used to fulfill the iBA requirements.

***Note:** The list of ILST approved courses is available in Appendix A.

b. General education requirement: every Glendon student shall complete the equivalent of at least six credits in each of three of the four general education divisions (for a total of 18 credits): humanities, modes of reasoning, natural science, social science.

The general education requirement is waived since EM Lyon students will have completed the equivalent of at least 60 credits in their first two years at EM Lyon.

c. Bilingual requirement: for the bilingual iBA, students must complete at least 18 credits in each official language (English and French). At least 6 of these credits must be completed at Glendon from the following two categories:

- French as a second language and/or in English as a second language at the 2000 level or above;
- discipline courses which are designated as satisfying the bilingual requirement.

The remaining 12 credits in either official language may be completed abroad.

Note that all but two of the ILST courses listed under the major requirement are offered in both languages every year. Students will also have the possibility of completing courses in both languages at EM Lyon. Consequently, students will be able to fulfil the bilingual requirement by making appropriate language choices.

d. Internationally-oriented course requirement: at least 12 credits of internationally-oriented courses.

This requirement is automatically fulfilled by the completion of ILST courses in the program.

e. Exchange requirement: at least one full term abroad as a full-time student at an institution with which Glendon and/or York has a formal exchange agreement.

Students will spend two years at EM Lyon. In order to receive credits for an EM Lyon course, students need to obtain a minimum of 10 out of 20 in the course.

f. Upper-level credits: at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level. This includes the 3000 and 4000 level credits in the major listed above (under major credits).

Glendon's Honours iBA in ILST major requirement comprises 9 credits at the 3000 level and 12 credits at the 4000 level. EM Lyon students will need to complete 6 more credits at the 4000 level and an additional 9 credits at the 3000 and/or 4000 levels during their two years of study at Glendon. Depending on their background and interests, EM Lyon students will be able to take courses at the 3000 and 4000 levels in business, economics, mathematics, political science, sociology, and/or Canadian studies.

g. Credits outside the major: at least 18 credits.

This requirement will be fulfilled by the business courses that the students will take, as well as the 6 credits of MODR or NATS courses.

h. Residency requirement: a minimum of 30 credits at York and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at Glendon.

In their third and fourth years at Glendon, students will take at least 60 credits at York, including 36 out of 42 ILST major credits.

i. Graduation requirement: students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 (C+).

The average will be based on all courses taken at Glendon.

(iv) Mode of Delivery

The iBA Glendon – BBA EM Lyon dual degree program will be delivered in person at both Glendon and EM Lyon and will include an experiential education component. The curriculum and mode of delivery have been designed to ensure that they meet the iBA program learning expectations and University degree level expectations. There is no change in the mode of delivery or in the assessment of teaching and learning in the courses offered at Glendon and EM Lyon, with the exception of the Séminaire Envol / Capstone Seminar, which will be jointly offered by Glendon ILST and EM Lyon. This seminar will partly take place online. In particular, ILST courses require frequent essay assignments, classroom presentations, and case studies, all of which develop writing competencies and analytical and critical thinking; MATH, ECON, and ADMI courses require regular assignments and at times case studies.

(v) Assessment of Teaching and Learning

The methods for the assessment of student achievement of the dual degree program learning expectations and University degree level expectations comprise mainly those of the Honours iBA in ILST program. The Honours iBA in ILST program level expectations and learning outcomes appear in Appendix C.

(vi) List of Faculty

The Department and Program of International Studies currently comprises...

Professor Christina Clark-Kazak
Professor Stanislav Kirschbaum
Professor Jean Michel Montsion

Professors Elaine Coburn and Aymen Karoui have been hired and will join the program as of July 1, 2016.

Two new faculty members are in the process of being hired to deliver the business courses (denoted by ADMI) in the program.

Appendix A. Honours iBA in ILST and iBA-BBA Requirements

Remark: Corresponding courses have been highlighted with the same color.

<p>Honours iBA in International Studies:</p> <p>Program Requirements</p> <p>Honours iBA: 120 Credits</p> <p>Major credits: students must complete 42 credits <u>in international studies and/or from the list of approved courses</u>, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> GL/ILST 2644 6.00; <input type="checkbox"/> GL/ILST 2655 6.00; <input type="checkbox"/> GL/ILST 2622 3.00; <input type="checkbox"/> 9 major credits at the 3000 level, as follows: <ul style="list-style-type: none"> <input type="checkbox"/> GL/ILST 3250 3.00; <input type="checkbox"/> GL/ILST 3505 3.00; <input type="checkbox"/> GL/ILST 3650 3.00; <input type="checkbox"/> 12 major credits at the 4000 level, as follows: <ul style="list-style-type: none"> <input type="checkbox"/> GL/ILST 4501 3.00; <input type="checkbox"/> <u>9 additional major credits at the 4000 level</u>; <input type="checkbox"/> <u>six additional major credits at any level.</u> <p>Courses taken to fulfill the major requirements may also be used to fulfill the iBA requirements.</p> <p>General education requirement*: every student in the college shall complete the equivalent of at least six credits in each of three of the four general education divisions (for a total of 18 credits): humanities, modes of reasoning, natural science, social science.</p> <p>Bilingual/trilingual requirement*: for the bilingual iBA, students must complete at least 18 credits in each official language (English and French). At least 6 of these credits must be completed at Glendon from the following two categories:</p> <ul style="list-style-type: none"> <input type="checkbox"/> French as a second language and/or in English as a second language at the 2000 level or above; 	<p>Proposed iBA Glendon – BBA EM Lyon Dual Degree Program:</p> <p>Program Requirements</p> <p><i>Direction Glendon → EM Lyon</i></p> <p>In their first two years in the program, Glendon students need to take the following 60 credits:</p> <p>Year 1 (Glendon)</p> <hr/> <p>GL/ILST 2644 6.00 (FR or EN)</p> <p>GL/ILST 2655 6.00 (EN)</p> <p>GL/ECON 1000 3.00 (ILST Approved Course) (FR or EN)</p> <p>GL/ECON 1010 3.00 (ILST Approved Course) (FR or EN)</p> <p>GL/MATH/MODR 1610 3.00 (EN)</p> <p>GL/MATH/MODR 1620 3.00 (EN)</p> <p>GL/ADMI 1XXX 3.00 Introduction à la gestion (FR)</p> <p>GL/ADMI 1XXX 3.00 Introduction au droit des affaires (FR)</p> <p>Year 2 (Glendon)</p> <hr/> <p>GL/ILST 2622 3.00 (FR or EN)</p> <p>GL/ILST 3250 3.00 (FR or EN)</p> <p>GL/ILST 3505 3.00 (FR or EN)</p> <p>GL/ILST 3650 3.00 (FR or EN)</p> <p>GL/ILST 4260 3.00 (EN/FR)</p> <p>GL/ECON 2710 3.00 (EN/FR)</p> <p>GL/ECON 2720 3.00 (EN/ FR)</p> <p>GL/ADMI 2XXX 3.00 Introduction à la gestion des ressources humaines (FR)</p> <p>GL/ADMI 2XXX 3.00 Introduction à la gestion de projets (FR)</p>
---	---

<p>□ discipline courses which are designated as satisfying the bilingual requirement.</p> <p>The remaining 12 credits in either official language may be completed abroad.</p> <p>For the iBA trilingual, in addition to the above 18 credits in each official language (English and French), students must complete 18 credits in Hispanic studies (including: GL/SP 3000 6.00) or six credits of an advanced-level course in Hispanic studies) or 18 credits in a modern language (including an advanced-level course) at York University.</p> <p>Internationally-oriented course requirement*: at least 12 credits of internationally-oriented courses.</p> <p>Exchange requirement*: at least one full term abroad as a full-time student at an institution with which Glendon and/or York has a formal exchange agreement.</p> <p>Upper-level credits*: at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level. This includes the 3000 and 4000 level credits in the major listed above (under major credits).</p> <p>Credits outside the major*: at least 18 credits.</p> <p>Residency requirement: a minimum of 30 credits at York and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at Glendon.</p> <p>Graduation requirement: students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 (C+).</p> <p>*Note: please refer to the Rules and Regulations section of the Undergraduate Calendar for detailed requirement information.</p>	<p>GL/ADMI 2XXX 3.00 Introduction au marketing (FR) or GL/ECON 3245 3.00 Marketing and Consumer Economics (EN)</p> <p>All of the above credits must be completed before leaving for EM Lyon.</p> <p>In their third and fourth years in the program, Glendon students need to take the following credits at EM Lyon :</p> <p><u>Year 3 (EM Lyon)</u></p> <p>60 ECTS, as follows :</p> <ul style="list-style-type: none"> • Core courses, 35 ECTS, as follows : <ul style="list-style-type: none"> - Systèmes d'information, 2.5 ECTS (FR) ; - Contrôle de gestion, 2.5 ECTS (FR) ; - Droit des affaires, 5 ECTS (FR) ; - Cross Cultural Management, 2.5 ECTS (EN) ; - Comptabilité financière, 5 ECTS (FR) ; - International Marketing, 5 ECTS (EN) ; - Strategy, 2.5 ECTS (EN) ; - Gestion des ressources humaines, 5 ECTS (FR) ; - International Business Management, 5 ECTS (EN) ; • Stage, 25 ECTS. <p><u>Year 4 (EM Lyon)</u></p> <p>60 ECTS, as follows :</p> <ul style="list-style-type: none"> • Core courses, 25 ECTS, as follows : <ul style="list-style-type: none"> - Formalisation d'un projet entrepreneurial, 2.5 ECTS (FR) ; - Gouvernement d'entreprise, 2.5 ECTS (FR) ; - Strategy, 2.5 ECTS (EN) ; - Projet professionnel, 2.5 ECTS (FR) ; - International Business, 5 ECTS (EN) (ILST Approved Course) ; - International Negotiation, 5 ECTS (EN) (ILST Approved Course) ; ; - GRH à l'international, 5 ECTS (FR) (ILST Approved Course) ; • Elective courses, 5 ECTS ; • Stage ou Apprentissage, 10 ECTS ; • Mémoire de recherche appliquée, 10 ECTS ; • Séminaire Envol / Capstone Seminar, 10 ECTS (<i>joint Glendon ILST – EM Lyon seminar</i>).
---	---

List of Approved Courses

[GL/CDNS 3621 3.00](#)

[GL/ECON 1000 3.00](#)

[GL/ECON 1010 3.00](#)

[GL/ECON 3620 3.00](#)

[GL/ECON 3920 3.00](#)

[GL/ECON 4290 6.00](#)

[GL/ECON 4650 3.00](#)

[GL/GWST 2504 6.00](#)

[GL/GWST 3503 6.00](#)

[GL/GWST 3512 3.00](#)

[GL/GWST 3524 3.00](#)

[GL/GWST 4802 3.00](#)

[GL/HIST 2905 6.00](#)

[GL/HIST 2930 6.00](#)

[GL/HIST 3225 3.00](#)

[GL/HIST 3635 6.00](#)

[GL/HIST 3659 3.00](#)

[GL/HIST 3670 3.00](#)

[GL/HIST 3675 3.00](#)

[GL/HIST 4240 6.00](#)

[GL/MODR 1711 6.00](#) or [GL/MODR 1712 6.00](#) or

[GL/MODR 1714 6.00](#) or [GL/MODR 1716 6.00](#) or

[GL/MODR 1717 6.00](#)

[GL/PHIL 3634 3.00](#)

[GL/POLS 2480 6.00](#)

[GL/POLS 2920 6.00](#)

[GL/POLS 3210 6.00](#)

[GL/POLS 3220 6.00](#)

[GL/POLS 3615 6.00](#)

[GL/POLS 4010 3.00](#)

[GL/POLS 4270 6.00](#)

[GL/POLS 4280 6.00](#)

[GL/POLS 4605 3.00](#)

General education requirement*: every student in the college shall complete the equivalent of at least six credits in each of three of the four general education divisions (for a total of 18 credits): humanities, modes of reasoning, natural science, social science. This requirement is satisfied via the completion of the courses [GL/ILST/HUMA 2644 6.00](#), [GL/ILST/SOSC 2655 6.00](#); and [GL/MATH/MODR 1610 3.00](#) and [GL/MATH/MODR 1620 3.00](#).

Bilingual requirement*: for the bilingual iBA, students must complete at least 18 credits in each official language (English and French). At least 6 of these credits must be completed at Glendon from the following two categories:

- French as a second language and/or in English as a second language at the 2000 level or above;
- discipline courses which are designated as satisfying the bilingual requirement.

The remaining 12 credits in either official language may be completed abroad.

Internationally-oriented course requirement*: at least 12 credits of internationally-oriented courses. This requirement is met through the completion of the ILST courses in the program.

Exchange requirement*: students need to spend two years at EM Lyon. In order to receive credits for an EM Lyon course, students need to obtain a minimum of 10 out of 20 in the course.

Upper-level credits*: at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level. This includes the 3000 and 4000 level credits in the major listed above (under major credits).

[GL/POLS 4610 3.00](#)

[GL/POLS 4630 6.00](#)

[GL/POLS 4650 3.00](#)

[GL/POLS 4670 6.00](#)

[GL/POLS 4680 6.00](#)

[GL/POLS 4685 3.00](#)

[GL/PSYC 3660 3.00](#)

[GL/PSYC 3662 6.00](#)

[GL/SOCI 2625 6.00](#)

[GL/SOCI 2626 3.00](#)

[GL/SOCI 2626 6.00](#)

[GL/SOCI 2660 6.00](#)

[GL/SOCI 3610 3.00](#)

[GL/SOCI 3640 6.00](#)

[GL/SOCI 3692 6.00](#)

[GL/SOCI 3910 3.00](#)

[GL/SOCI 3917 3.00](#)

[GL/SOCI 3980 6.00](#)

[GL/SOCI 4615 6.00](#)

[GL/SOCI 4625 6.00](#)

[GL/SOSC 3605 3.00](#)

[GL/SP 3310 3.00](#)

Glendon's Honours iBA in ILST major requirement comprises 9 credits at the 3000 level and 12 credits at the 4000 level. Glendon students also need to complete 60 ECTS (i.e. the equivalent of 30 credits) in their third year at EM Lyon. These credits will be recognized as 3000 level credits. Glendon students further need to complete 60 ECTS (or 30 credits) at the 4000 level in their fourth year at EM Lyon. These credits will be recognized as 4000 level credits.

Credits outside the major*: at least 18 credits. This is satisfied via the completion of the ADMI courses (15 credits) and MATH courses (6 credits) in the program.

Residency requirement: a minimum of 30 credits at York and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at Glendon.

Graduation requirement: students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 (C+).

***Note:** please refer to the [Rules and Regulations section](#) of the Undergraduate Calendar for detailed requirement information.

Direction EM Lyon → Glendon

In their first two years in the program, EM Lyon students need to complete 120 ECTS (i.e. the equivalent of 60 credits).

Year 1 (EM Lyon)

60 ECTS, as follows :

- Core courses, 40 ECTS, as follows :
 - Méthodes d'enquête, 2.5 ECTS (FR);
 - Analyse de contenu et de données, 2.5 ECTS (FR) ;

- Rédiger un rapport, 2.5 ECTS (FR) ;
 - Trouver et analyser l'information Business, 2.5 ECTS (FR) ;
 - Compréhension de l'information comptable, 2.5 ECTS (FR) ;
 - Gestion financière, 2.5 ECTS (FR) ;
 - **Economie et diversité du capitalisme, 2.5 ECTS (FR) (ILST Approved Course) ;**
 - Gestion de projets et management d'équipes, 5 ECTS (FR) ;
 - Introduction au droit, 2.5 ECTS (FR) ;
 - **Cross Cultural Management, 2.5 ECTS (EN) (ILST Approved Course) ;**
 - Essentials of Marketing, 5 ECTS (EN) ;
 - Histoire d'entreprise, grandes figures, success stories, 2.5 ECTS (FR) ;
 - Mathématiques et statistiques appliquées à la gestion, 5 ECTS (FR) ;
- Enquête terrain, 5 ECTS ;
 - Cycle de conférences, 2.5 ECTS ;
 - Stage découverte, 2.5 ECTS ;
 - Outils informatiques du manager, 2.5 ECTS ;
 - Anglais LV1, 2.5 ECTS ;
 - Anglais LV2, 2.5 ECTS ;
 - Projet Mission, 2.5 ECTS.

Year 2 (EM Lyon)

60 ECTS, as follows :

- Core courses, 25 ECTS, as follows :
 - Sciences sociales et travail, 5 ECTS (FR) ;
 - RSE et développement durable, 5 ECTS (FR) ;
 - **Mondialisation et géopolitique, 5 ECTS (FR) (ILST Approved Course) ;**
 - Découverte entrepreneuriat, 2.5 ECTS (FR) ;
 - Approche financière du Business Plan, 2.5 ECTS (FR) ;
 - Atelier de génération d'idées PI, 2.5 ECTS (FR) ;
 - **Cross Cultural Management, 2.5 ECTS (EN) (ILST Approved Course) ;**
- Stage à l'international, 15 ECTS ;
- Anglais LV1, 2.5 ECTS ;
- Anglais LV2, 2.5 ECTS ;
- Outils informatiques de gestion, 2.5 ECTS ;
- Projet Innovation / Projet de création d'entreprise, 12.5 ECTS.

(All of the above credits must be completed before leaving for Glendon.)

In their third and fourth years in the program, EM Lyon students need to complete 60 credits at Glendon as follows:

Year 3 (Glendon)

[GL/ILST 2644 6.00](#) (FR or EN)

[GL/ILST 2655 6.00](#) (EN)

Year 4 (Glendon)

[GL/ILST 2622 3.00](#) (FR or EN)

[GL/ILST 3259 3.00](#) (FR or EN)

[GL/ILST 3505 3.00](#) (FR or EN)

[GL/ILST 3650 3.00](#) (FR or EN)

[GL/ILST 4501 3.00](#) Séminaire Envol / Capstone Seminar (joint Glendon ILST - *EM Lyon seminar*)

[GL/ILST 4260 3.00](#) (FR/EN)

6 additional credits [GL/ILST 4XXX](#)

Among the 24 unspecified credits (18 in Year 3 and 6 in Year 4), EM Lyon students must take 15 credits at the 3000+ level with at least 6 credits at the 4000 level in any discipline at Glendon.

General education requirement: every Glendon student shall complete the equivalent of at least six credits in each of three of the four general education divisions (for a total of 18 credits): humanities, modes of reasoning, natural science, social science.

This requirement is waived since EM Lyon students will have completed the equivalent of at least 60 credits in their first two years at EM Lyon.

Bilingual requirement*: for the bilingual iBA, students must complete at least 18 credits in each official language (English and French). At least 6 of these credits must be completed at Glendon from the following two categories:

- French as a second language and/or in English as a second language at the 2000 level or above;
- discipline courses which are designated as

	<p>satisfying the bilingual requirement.</p> <p>The remaining 12 credits in either official language may be completed abroad.</p> <p>Internationally-oriented course requirement*: at least 12 credits of internationally-oriented courses. This requirement is met through the ILST courses in the program.</p> <p>Exchange requirement*:</p> <p>Students need to spend two years at EM Lyon. In order to receive credits for an EM Lyon course, students need to obtain a minimum of 10 out of 20 in the course.</p> <p>Upper-level credits*: at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level. This includes the 3000 and 4000 level credits in the major listed above (under major credits).</p> <p>Glendon's Honours iBA in ILST major requirement comprises 9 credits at the 3000 level and 12 credits at the 4000 level. EM Lyon students need to complete 6 more credits at the 4000 level and an additional 9 credits at the 3000 and/or 4000 levels during their two years of study at Glendon.</p> <p>Credits outside the major*: at least 18 credits.</p> <p>Residency requirement: a minimum of 30 credits at York and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at Glendon.</p> <p>Graduation requirement: students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 (C+).</p> <p>Note: please refer to the Rules and Regulations section of the Undergraduate Calendar for detailed requirement information.</p>
--	---

Appendix B. Course Descriptions

Convention:

EN+FR means that the course is offered in English and in French every year;
EN/FR means that the course is usually offered in English and French on alternate years.

GLENDON Courses

GL/ILST/HUMA 2644 6.00 International Society: History, Philosophy and Theories (EN+FR)

An introduction to the historical and philosophical foundations of contemporary international society and to the main theoretical models and research approaches to the study of international society, including the question of the level of analysis.

GL/ILST/SOSC 2622 3.00 Culture, Globalization and International Civil Society (EN+FR)

A multicultural, interdisciplinary introduction to global civil society. The concept of globalization in a multicultural context, including debates over economic, social, political and cultural issues. Particular attention to transnational social processes, actors and organizations.

GL/ILST/SOSC 2655 6.00 Global Geography: Physical and Human Aspects (EN)

An introduction to the main geographical concepts of and approaches to the study of humans-nature relationship, notably humans and the biosphere, the spatial dimension of the development of societies, cultures and civilizations and the multilevel management of space (local, national, global).

GL/ILST 3250 3.00 International Economics and Development (EN+FR)

Conceived mainly for students who are not specialized in economics. This course focuses on the interaction of national and international political economy, including the efficiency-equity relationship. It examines major international and development theories, factors, problems, policies and institutions.

GL/ILST 3505 3.00 Research in International Studies (EN+FR)

This course consolidates students' research and analysis skills in International Studies. It introduces key principles of academic research, as well as the ethical, methodological and epistemological issues. Prerequisite: GL/ILST 2644 6.00.

GL/ILST 3650 3.00 International Peace, Security and Human Rights (EN+FR)

Interdisciplinary and multicultural introduction to the international peace, security and human rights dimension of international society. The course emphasizes the evolution of thought and practices in this area and stresses the interconnectedness of the international security and prosperity quests.

GL/ILST 4260 3.00 International Finance (EN/FR)

This course examines the monetary aspect of international economic relations and familiarizes students with basic concepts related to international financial transactions. Studied are concepts like the balance of payments, foreign exchange markets, exchange rate systems, and the international monetary system. Prerequisite: GL/ILST 3250 3.00.

GL/ILST 4501 3.00 Capstone Seminar (EN+FR)

The seminar develops students research capabilities by examining selected research theories and methods, promoting an interdisciplinary and multicultural analytic perspective and providing, possibly, a forum for the presentation and discussion of participants' research designs, processes and results. Prerequisite: GL/ILST 3505 3.00.

GL/ECON 1000 3.00 Introduction to Economics: Microeconomics (EN+FR)

An introduction to economic analysis covering the theory of consumer and household behaviour, and the theory of the firm in perfectly and imperfectly competitive industries.

GL/ECON 1010 3.00 Introduction to Economics: Macroeconomics (EN+FR)

An introduction to economic analysis covering national income determination and employment theory, money and banking, monetary and fiscal policy, economic growth.

GL/ECON 2710 3.00 Financial Accounting (EN/FR)

The intent of this course is to furnish the students with an understanding of financial accounting principles and concepts through an examination of current accounting procedures. Corequisite: GL/ECON 1000 3.00.

GL/ECON 2720 3.00 Managerial Accounting (EN/FR)

Accounting information and understanding is necessary for those engaged in the planning and controlling of business activities. This course seeks to identify the accounting problems of management and to examine the accounting techniques available for consideration of those problems. Prerequisites: GL/ECON 1000 3.00 and GL/ECON 2710 3.00. Corequisite: GL/ECON 1010 3.00.

GL/ECON 3245 3.00 Marketing and Consumer Economics (EN)

This course uses the fundamental principles of economics to analyze the decision-making process in business and the outcomes associated with the four pillars of marketing: product, price, promotion and place. Prerequisites: GL/ECON 1000 3.00 and GL/ECON 1010 3.00.

GL/MATH/MODR 1610 3.00 Introduction to Statistical Methods I (EN)

This course covers the elements of probability theory and standard probability distributions, the measures and techniques used in descriptive statistics, principles of sampling and tests of significance. Prerequisite: OAC or Grade 12 mathematics.

GL/MATH/MODR 1620 3.00 Introduction to Statistical Methods II (EN)

This course covers the correlations and regression analysis, analysis of variance and parametric tests, and problem work emphasizing applications of statistics in the social sciences. Prerequisite: GL/MATH 1610 3.00 or permission of the Department.

GL/ADMI 1XXX 3.00 Introduction au droit des affaires (FR)

This course introduces the foundations of business law in Canada and examines its impact on business practices and decision making in the Canadian context.

GL/ADMI 1XXX 3.00 Introduction à la gestion (FR)

This course introduces the general theory and practice of management.

GL/ADMI 2XXX 3.00 Introduction à la gestion des ressources humaines (FR)

This course introduces the theory and practice of human resources management. Prerequisite: GL/ADMI 1XXX 3.00 Introduction à la gestion (FR).

GL/ADMI 2XXX 3.00 Introduction à la gestion de projets (FR)

This course introduces the theory and practice of project management. Prerequisite: GL/ADMI 1XXX 3.00 Introduction à la gestion (FR).

GL/ADMI 2XXX 3.00 Introduction au marketing (FR)

This course introduces the theory and practice of marketing, including the management of customer expectations and needs. Prerequisite: GL/ADMI 1XXX 3.00 Introduction à la gestion (FR).

EM LYON Courses

Year 1

Méthodes d'enquête, 2.5 ECTS (FR)

Les techniques d'enquêtes sont devenues des outils fondamentaux pour la décision en entreprise. Cependant ces techniques nécessitent à la fois une maîtrise pratique comme la prise de recul nécessaire des limites qu'elles contiennent. L'accent sera donné sur les biais cognitifs qu'entraînent ces techniques afin de les employer en ayant vérifié les conditions de validité de la méthode avec la problématique posée. La notion de validité des enquêtes et des méthodes sera donc au centre de ce module. L'accent sera mis sur la qualité des études documentaires préalable à toute enquête. Ce module permettra ainsi aux étudiants de développer leur capacité à construire une problématique d'enquête en lien avec une question de gestion, d'établir un protocole d'enquête adapté à cette problématique, d'en définir les limites, de coder les contenus en tenant compte de la validité représentative de ce codage et des biais de représentation graphique des informations délivrées. Au-delà des techniques d'enquêtes de base, ce module propose de mettre en application des techniques d'enquête par internet en mettant en évidence les erreurs et les limites que ces enquêtes entraînent (par exemple les erreurs d'échantillonnage, de couverture ou de non réponse). En dernier lieu, il ouvre des connaissances plus singulières en techniques d'enquêtes qualitatives comme notamment la méthode Delphi ou les méthodes conversationnelles au travers des enquêtes focus-groupes ou des groupes d'expression. Il fera ainsi une présentation des techniques d'analyse vidéo-ethnographiques utilisées dans certains contextes plus restreints comme notamment les lieux publics (musées ou expositions). Le module est évalué au travers de différents livrables dont notamment l'organisation en groupe d'une enquête fondée sur les pratiques qualitatives et/ou quantitatives.

Analyse de contenu et de données, 2.5 ECTS (FR)

Le module permet d'acquérir les bases des modes de raisonnements probabilistes à partir d'analyse de données quantitatives et qualitatives. Ce module met en perspective la question plus large des systèmes d'information de l'entreprise et permet de prendre le recul nécessaire sur les techniques de représentation des données. Il développe la capacité à former les bases de mesures pour instruire les questions de gestion dans un domaine spécifique (marketing, RH, gestion des opérations ou finances). Il cherche à développer la faculté d'anticipation et la capacité de décision à partir des données quantitatives ou qualitatives tout en gardant un regard critique et créatif sur l'utilisation et les limites de ces techniques. Des compétences techniques sont développées dans le cadre de résolution de

problèmes simple : modèles de programmation linéaire, analyse de contenus, décisions statistiques à partir de la théorie des jeux, constitution et représentativité des échantillons, mise en forme de l'information en tableaux, graphiques et modélisations visuelles. Ce module est évalué à partir de plusieurs livrables (dossiers d'analyse, simulation de décision, méthode d'enquête).

Rédiger un rapport, 2.5 ECTS (FR)

Le module permet l'acquisition de connaissances théoriques en matière de construction, structuration, appréhension, analyse et présentation de l'information écrite. Des compétences de synthèse et de rédaction sont développées. Des postures de regard critique, de regard créatif et d'ouverture au monde et à la société sont développées. Plusieurs livrables permettent l'évaluation.

Trouver et analyser l'information Business, 2.5 ECTS (FR)

Le module permet l'acquisition de connaissances en matière de qualité et structure de l'information du monde organisationnel. Il vise à développer des compétences en matière de recherche et d'analyse de l'information comptable (bases de données spécialisées, presse, etc.). Les postures développées sont le regard critique, l'ouverture sur le monde et la société et l'ouverture multidisciplinaire. Plusieurs livrables permettent l'évaluation.

Compréhension de l'information comptable, 2.5 ECTS (FR)

Le cours est une introduction à la comptabilité et à la finance. Il contribue à fournir des connaissances théoriques fondamentales en matière d'information comptable et financière : bilan, compte de résultat. L'objectif est de comprendre et de produire des états financiers. Il est évalué au travers de plusieurs livrables.

Gestion financière, 5 ECTS (FR)

L'objectif de ce cours est de donner aux futurs managers la démarche et les outils fondamentaux permettant d'améliorer la prise de décision managériale, en leur apprenant à quantifier précisément l'impact global de leurs décisions, qu'elles soient industrielle, commerciale ou organisationnelle.

Economie et diversité du capitalisme, 2.5 ECTS (FR)

Le module permet l'acquisition des fondamentaux en termes de sciences économiques. Il présente les grandes théories économiques et introduit différentes visions du capitalisme. A travers différentes grilles de lecture, nous souhaitons illustrer la diversité institutionnelle des économies capitalistes et explorer l'apogée et les limites des différents capitalismes. Les postures cibles sont le regard critique et l'ouverture sur le monde et la société. Il est évalué au travers de plusieurs livrables.

Gestion de projets et management d'équipes, 5 ECTS (FR)

L'objectif du cours est d'acquérir et de maîtriser les principaux outils d'analyse et d'animation d'équipes et de gestion de projets. Les étudiants doivent pouvoir comprendre les principes et les composantes d'un projet : les différents types de projets, l'identification du rôle des différents acteurs, le cycle du projet, les domaines du management de projet, les étapes clés et l'analyse du risque du projet. Les étudiants doivent être capable de comprendre et d'analyser les situations managériales de base, connaître la diversité des approches et les outils qui en découlent (utilité, avantages, inconvénients, ...) afin d'adopter des solutions pertinentes adaptées aux différentes situations.

Introduction au droit, 2.5 ECTS (FR)

Le droit est un élément qui éclaire la prise de décision du manager. La compréhension du cadre juridique et la maîtrise d'une méthodologie rigoureuse permettent d'appréhender et de gérer les problématiques juridiques de l'entreprise. Le module apporte les fondamentaux du droit dans le fonctionnement des entreprises.

Cross Cultural Management, 2.5 ECTS (EN)

Le module (en anglais) permet l'acquisition de connaissances fondamentales en termes d'évolution dans un environnement multiculturel. Il développe des compétences d'interaction en cadre multiculturel et une sensibilité aux aspects connexes. Les postures cibles sont l'ouverture sur le monde et la société, le regard décalé et l'ouverture multidisciplinaire.

Essentials of Marketing, 5 ECTS (EN)

Le principal objectif de ce cours (en anglais) est de donner aux étudiants les clés pour comprendre les principales problématiques marketing auxquelles les entreprises sont confrontées. Il s'agit en particulier de comprendre les problématiques de segmentation-ciblage-positionnement ainsi que leur mise en œuvre à travers les 4P.

Histoires d'entreprises, grandes figures, success stories, 2.5 ECTS (FR)

Le module permet la sensibilisation avec l'évolution du management et de l'entrepreneuriat, mais aussi la familiarisation avec les grandes figures organisationnelles et entrepreneuriales. Il développe des compétences d'analyse critique. Les postures cibles sont l'ouverture multidisciplinaire, l'ouverture sur le monde et la société et le regard créatif. Le module est évalué par plusieurs livrables.

Mathématiques et statistiques appliquées à la gestion, 5 ECTS (FR)

Le module permet l'acquisition des fondamentaux théoriques en termes d'outils quantitatifs (analyse, statistiques, etc.) appliquées à la gestion. Il permet le développement de compétences d'analyse quantitative.

Year 2

Sciences sociales et travail, 5 ECTS (FR)

Chaque étudiant doit en fin de cycle être capable d'utiliser les principaux concepts et grilles de lecture apportés au cours de l'année pour faire le traitement d'un cas d'entreprise sous différents angles pertinents. L'objectif du cours est d'être capable d'identifier et comprendre les comportements individuels et collectifs.

RSE et développement durable, 5 ECTS (FR)

Le module propose une sensibilisation théorique et pratique aux problématiques de Responsabilité Sociale des Entreprises et de Développement Durable. Il développe des compétences d'analyse. Les postures cibles sont les comportements responsables, le regard critique et l'ouverture sur le monde et la société. Le module est évalué au travers de plusieurs livrables.

Mondialisation et géopolitique, 5 ECTS (FR)

A l'heure de la globalisation et de la fragmentation du monde, le manager responsable doit comprendre l'environnement géopolitique qui conditionne de plus en plus les menaces et les opportunités de son entreprise. Pour cela il doit connaître le regard des géopoliticiens sur ce monde, comprendre les logiques en mouvement plutôt que les décrire.

Découverte entrepreneuriat, 2.5 ECTS (FR)

Le module favorise le développement de connaissances sur les grandes théories de l'entrepreneuriat. L'approche permet de développer des compétences dans la structuration d'un Business Plan à dominante entrepreneuriale et facilite la prise de risque, l'ouverture multidisciplinaire et les comportements responsables. Le module fait l'objet d'une évaluation au travers d'un rapport écrit. Ce cours sert de base au projet innovation.

Approche financière du Business Plan, 2.5 ECTS (FR)

L'une des étapes les plus importantes pour le lancement, la reprise ou le développement réussis d'une entreprise ou d'activité est d'élaborer un plan financier bien construit et logique, reflet économique et financier du business plan. Il constitue pour l'entrepreneur une base précieuse tant pour apprécier le réalisme économique de son projet que, ultérieurement, pour conduire ses affaires. L'objectif est donc de se familiariser avec les outils et états financiers fondamentaux. Ils servent à mesurer et expliquer les performances économiques et financières de la firme, sa liquidité, sa situation patrimoniale et financière, ses risques, sa valeur.

Atelier de génération d'idées PI, 2.5 ECTS (FR)

Le module met en évidence les conditions d'animation d'un groupe de réflexion. Il constitue une introduction aux questions de l'intelligence collective et des group-thinks. Il permet de découvrir et de s'initier de façon simplifiée aux techniques de génération d'idées et de créativité comme notamment les pratiques de brainstorming, pensée divergente, atelier d'idéation et méthode TRIZ. Il ouvre aussi un regard critique en s'appuyant sur les pratiques narratives d'idéation et le management de l'intelligence collective. L'approche utilisée développe la capacité à organiser un contexte créatif et soutenir les compétences complémentaires entre elles dans un cadre managérial, mais constitue aussi une ouverture au monde et à la société. La pédagogie du module utilise aussi bien une approche déductive à partir de connaissances formelles, qu'inductive à partir de séances vidéos en groupe de créativité. Le module fait l'objet d'une évaluation au travers de plusieurs livrables dont l'évaluation de la qualité d'un document multimédia.

Cross Cultural Management, 2.5 ECTS (EN)

Le module (en anglais) permet l'acquisition de connaissances avancées en termes d'évolution dans un environnement multiculturel, Il fournit une compréhension du concept de culture à travers une approche anthropologique et historique. Il permet également d'analyser les différentes cultures nationales. Les postures cibles sont l'ouverture sur le monde et la société, le regard décalé et l'ouverture multidisciplinaires.

Year 3

Systèmes d'information, 2.5 ECTS (FR)

Le module propose des connaissances théoriques sur les grandes approches des systèmes d'information. Ce cours a pour objectif de découvrir les questions liées au développement et à l'intégration des SI/TI. En se basant sur différents systèmes, le cours aborde les principaux thèmes suivants : méthodes de développement de systèmes d'information, concepts et méthodes d'intégration des systèmes.

Contrôle de gestion, 2.5 ECTS (FR)

Le contrôleur de gestion exerce une fonction d'aide au pilotage et au management de la performance. Son rôle est d'aider les décideurs (directions générale et opérationnelles) à prendre des décisions cohérentes avec les objectifs de l'organisation.

Dans cette perspective, ce cours permet de :

- comprendre les finalités et principes du pilotage de la performance et du contrôle de gestion ;
- acquérir et savoir mettre en œuvre les outils de pilotage (analyse des coûts, budgets et tableaux de bord).

Droit des affaires, 5 ECTS (FR)

Aujourd'hui, il importe au futur cadre d'entreprise, quelque soit sa mission, son niveau de responsabilité, le secteur d'activité dans lequel il est appelé à évoluer, d'appréhender au mieux les événements marquants jalonnant la vie de sa société. Le programme développe des thématiques incontournables telle que : les modalités pratiques de la création d'entreprise, le fonctionnement de la société au quotidien au regard de la forme sociale adoptée, et des thèmes riches d'actualité, notamment la restructuration des sociétés et les entreprises en difficulté. Il insistera également sur le droit anglo-saxon (enseigné en langue anglaise) dans la mesure où un nombre croissant d'entrepreneurs français s'impliquent aujourd'hui dans le commerce international, avec des partenaires économiques étrangers et souvent une présence hors de la France.

Cross Cultural Management, 2.5 ECTS (EN)

The main objectives of this elective are the following ones:

- To provide an in depth understanding of the concept of culture (through anthropological and historical approaches).
- To provide an original analysis grid of the different national cultures.
- To supply an in depth understanding of some cultural features related, in particular, to friendship, conversation, to develop an awareness to perceive values and meanings in different cultures.

- To prepare the students to adopt adequate behaviors when they are confronted to other cultures.

Comptabilité financière, 5 ECTS (FR)

Ce cours offre les outils indispensables à la compréhension des états financiers d'une entreprise, soit sa situation financière, sa performance et sa trésorerie. L'objectif du cours est d'établir les états financiers, analyser le haut du bilan, construire les tableaux de flux et appréhender la notion de consolidation.

International Marketing, 5 ECTS (EN)

The main objective of the course is to give a wide understanding of B2B and B2C marketing. The course is dedicated to the understanding of the main specificities of these marketing and to apprehend their consequences on the conduct of the marketing strategies of companies.

Strategy, 2.5 ECTS (EN)

Strategy is by definition both broad in its scope and integrative of all other required courses. The focus is on top management decisions relating to the external environment (competition, stakeholders, or industry trends) and internal issues (control systems, corporate structure, leadership and culture, and resources and competencies).

The course provides tools and concepts that will help students manage complexity and make better decisions, integrating three different levels of analysis: 1) the external environment/industry level, 2) the business level and 3) the corporate level.

Gestion des ressources humaines, 5 ECTS (FR)

Approfondir le rôle du manager en termes de stratégies et de performances de la gestion des ressources humaines de l'entreprise. Créer un environnement de travail compatible avec les exigences de la compétitivité mondiale. Faire comprendre aux élèves que la performance de la GRH est un avantage concurrentiel majeur. Faire comprendre les enjeux de la GRH aujourd'hui, faire appliquer les outils en matière principalement de recrutement, de gestion des compétences et de la formation continue, de gestion des rémunérations.

International Business Management, 5 ECTS (EN)

This course combines several perspectives, namely Strategic Management, International Business & Innovation studies, thereby addressing the ongoing debate about global capabilities and strategies in emerging countries. We shall focus on firms' strategies across nascent yet fast developing industries such as banking, insurance, retail, etc. by discussing and analyzing case studies from large emerging markets.

Year 4

Formalisation d'un projet entrepreneurial, 2.5 ECTS (FR)

Le module permet à ceux qui le souhaitent d'approfondir leurs connaissances en matière de démarche entrepreneuriale et de se situer par rapport à leurs propres objectifs entrepreneuriaux tout en développant une posture d'entrepreneur à travers la rédaction de documents spécialisés tels qu'un Business Plan. Le module développe la posture de prise de risque, les comportements responsables et un regard à la fois créatif et décalé.

Gouvernement d'entreprise, 2.5 ECTS (FR)

L'objectif de ce cours est d'expliquer simplement les évolutions de l'actionnariat, de décrire les principaux mécanismes de contrôle des dirigeants qui sont mis en place dans le monde (stock options, conseils de surveillance, ...) et d'apporter un regard critique sur les limites de cette métamorphose de manière à anticiper les prochaines modifications du gouvernement des entreprises.

Strategy, 2.5 ECTS (EN)

The objectives of this course are to focus on some key strategic issues that large companies must face. The international dimension will be at the core of the topics studied due to the international scope of these firms. For

instance, some strategic maneuvers as cross-border mergers and acquisitions, international alliances, or international expansion will be studied. Another key component of this course will be to consider the organizational and managerial dimensions of these strategic decisions implementation.

Projet professionnel, 2.5 ECTS (FR or EN)

This seminar aims at enabling each participant to develop its leadership talents, at maturing and progressing as well as on a personal basis than on a professional one. The training is based on the acquisition of steps which will allow participants to carry on progressing and contributing to the development of their collaborators. It is a question of learning how to manage oneself in order to continue to progress after BBA.

Ce séminaire utilise une démarche de développement personnel qui permet à chacun des participants de développer ses talents de leadership. Il offre l'opportunité d'approfondir la connaissance de soi et de progresser aussi bien en tant que personne qu'en tant que professionnel. La formation est organisée autour d'échanges et de propositions de démarches qui favorisent le changement personnel dans le respect du style de chacun. Les participants pourront utiliser les méthodes expérimentées pour continuer à progresser après le cours et contribuer au développement de leurs collaborateurs.

International Business, 5 ECTS (EN)

This course allows to explain the Incoterms (International Commercial Terms) and their involvement. This course is designed to give students a look at the day-to-day side of doing business across international borders. It will focus on the whys, the hows and the structures of global international business.

International Negotiation, 5 ECTS (EN)

Whether you are negotiating a strategic alliance with potential business partners or arranging a corporate take-over: the complexities of today's global business environment dictate that you have solid negotiating skills. This intensely interactive program will help you to develop your negotiation ability. Through extensive video feedback, you will assess the effectiveness of your negotiating behaviour, non-verbal as well as verbal. A special interest will be laid on the intercultural dimension of negotiations.

GRH à l'internationale, 5 ECTS (FR)

L'objectif est de sensibiliser les participants aux grands enjeux de la GRH et à ses différents domaines (recrutement, formation, rémunération, gestion de carrières...) et de les comparer à travers le monde. Plusieurs responsables de la fonction RH interviendront dans le cadre de ce cours. Les participants auront aussi à accomplir un travail de groupe qui leur permettra d'étudier de manière approfondie les pratiques d'entreprises de leurs choix. Ce cours leur permettra donc d'élargir leur réseau et d'approfondir leurs connaissances d'entreprises qui les intéressent tout particulièrement.

Electives in Year 4

Normalisation/Qualité/Processus, 5 ECTS (FR)

Qualité, délais, coûts, service sont les principales attentes des clients. Comment satisfaire tant d'exigences tout en répondant aux impératifs de rentabilité ? La bataille est rude dans le secteur industriel. L'objectif de ce cours est d'étudier les approches et outils de pilotage et de contrôle que, dans ce contexte, les entreprises industrielles mettent en place pour améliorer leur performance par une gestion plus flexible et plus réactive de leur chaîne de valeur et acquérir ainsi des avantages concurrentiels durables.

Ce cours vise également à appréhender les concepts de base d'une démarche d'amélioration de la qualité à travers la découverte et la pratique de la méthode PDCA (Plan-Do-Check-Act), méthode de résolution de problèmes issue du courant de la Qualité Totale.

Management des opérations, 5 ECTS (FR)

L'objectif de ce module est de :

- Présenter un panorama des différentes activités couvertes par le management des opérations (gestion des stocks, planification de la production, suivi des opérations, organisation industrielle).
- Situer ces activités dans leur relation avec les autres activités de l'entreprise.
- Présenter les problématiques, concepts et outils principaux du management des opérations (gestion des flux, adéquation charge/capacité, maîtrise de la flexibilité opérationnelle, ...).

Supply Chain & Achats, 5 ECTS (EN)

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. This course considers the operations from a managerial perspective. We will consider key performance measures of operations (productivity, quality and response time) as well as important concepts for improving the performance of operations along these dimensions.

Financial Diagnosis and Introduction to Corporate Finance, 5 ECTS (EN)

The course is directed at students who wish to be able to evaluate the performance and prospects of firms based on publicly available data. The course will focus on the work of the financial analysts, either working from the shareholders side or creditors side.

Also, a goal of this course is to give students fundamental tools to analyze companies within different dimensions. The finance structure of the company, its valuation and the different financial instruments with which it raises capital are some examples of the critical knowledge handed out to students. A particular link with capital markets is going to be stressed in this course.

Contrôle de gestion, 5 ECTS (FR)

L'objectif du cours est de comprendre comment les systèmes de contrôle fournissent les informations qui permettent aux managers de prendre des décisions cohérentes avec la stratégie de l'entreprise. Le module permet aux étudiants de déterminer la méthode de calcul des coûts adaptée à la décision à prendre. Il permet également de construire et articuler les budgets prévisionnels et de calculer et analyser les écarts par rapport aux prévisions pour prendre les actions correctives. Enfin, le module aide à mesurer la performance par des indicateurs financiers et non-financiers.

Comptabilité et fiscalité, 5 ECTS (FR)

Le cours a pour objectif de permettre aux participants de maîtriser quelques problématiques comptables majeures de manière à :

- augmenter leur connaissance du contenu des états financiers publiés en France,
- les aider à aborder d'autres enseignements comptables (fusion-consolidation).

Ce cours présente également les grands principes du système fiscal français. La fiscalité des personnes physiques et des personnes morales en matière de taxe sur la valeur ajoutée, de bénéfices industriels et commerciaux, d'impôt sur les sociétés et d'impôt sur le revenu.

Marketing B to C 5, ECTS (EN)

The course is dedicated to an understanding of the main tools of communication, branding and relationship marketing. The course will critically assess the consequences of marketing and the stakes faced by companies when confronted with contemporary markets.

Conduite du changement, 5 ECTS (FR)

Dans la continuité des acquis du cours de comportement organisationnel, ce cours a pour but d'approfondir les aspects collectifs au sein d'une organisation pendant un processus de changement. En tant que futurs professionnels RH, vous serez constamment sollicités pour déployer des outils, élaborer des plans d'action pour vous assurer d'un succès de la conduite du changement au sein de l'entreprise. Pour être un bon manager en général, il est important de savoir comprendre ce qui se passe dans un contexte en constante évolution. En tant que manager en charge des RH, vous aurez à trouver des moyens pour sensibiliser, rassurer et engager les managers opérationnels et garantir

l'implantation durable du changement. Ce cours vous offrira un éclairage des processus collectifs de résistance au changement, liés à des aspects sociaux et culturels au sein des organisations.

Leadership et management d'équipe, 5 ECTS (FR)

Ce cours s'adresse aux étudiants qui souhaitent développer une compréhension approfondie du leadership en tant que processus d'influence. Nous discuterons des fondements théoriques du leadership, et une grande part de ce cours sera consacrée à l'étude de l'état actuel des sciences comportementales en rapport à ce processus. Nous nous appuierons sur des travaux empiriques de diverses disciplines (notamment de la psychologie appliquée et de l'économie comportementale) pour comprendre ce qu'est le leadership efficace et les obstacles inhérents à ce processus. Nous discuterons des questions et problématiques éthiques en lien avec le leadership et notamment la question du pouvoir.

Gestion de projets complexes, 5 ECTS (FR)

L'objectif du cours est double : il permet de comprendre et de maîtriser l'ensemble des éléments permettant d'analyser un projet entrepreneurial ou de développement. Il consiste donc à donner une compétence d'expertise aux étudiants de manière à ce qu'à l'issue du cours, ces derniers puissent avoir une capacité d'analyse experte d'un projet. Les outils ou méthodes proposés permettront aussi, une fois pointées les lacunes d'un projet, de proposer des pistes d'amélioration du projet de manière à le rendre plus solide.

Management des opérations, 5 ECTS (FR)

L'objectif de ce module est de :

- Présenter un panorama des différentes activités couvertes par le management des opérations (gestion des stocks, planification de la production, suivi des opérations, organisation industrielle).
- Situer ces activités dans leur relation avec les autres activités de l'entreprise.
- Présenter les problématiques, concepts et outils principaux du management des opérations (gestion des flux, adéquation charge/capacité, maîtrise de la flexibilité opérationnelle, ...).

Digital Marketing, 5 ECTS (EN)

This course is dedicated to digital marketing. Its goal is to give students the main tools to apprehend the role and consequences of internet on marketing. The course provides a series of strategic frameworks for managing marketing strategies in the digital marketplace. The emphasis is on the development and application of conceptual models which clarify the interactions between competition, patterns of technological and market change, and the structure and development of internal firm capabilities.

Consumer Behavior, 5 ECTS (EN)

We live in a consumer society in which consumption plays a key role. Hence, everyone is presently a consumer and the practices of buying and consuming seem obvious. This course aims at deconstructing the blackbox of consumption and at understanding the main concepts of consumer behavior.

Life Science & Health Care Evolution, 5 ECTS (FR)

Ce cours de spécialisation permet aux étudiants de connaître et d'appréhender le monde des Sciences de la vie et de la santé. Ainsi, de nombreux professionnels du secteur interviendront afin de partager leur expérience de ce milieu.

Entreprise de croissance, 5 ECTS (FR)

Ce cours de spécialisation a pour objectif de faire découvrir aux étudiants l'environnement des entreprises à forte croissance. Elles peuvent être des start-up, des entreprises de taille intermédiaire ou des PME.

Management public, 5 ECTS (FR)

Devant une demande de plus en plus pressante de la part des citoyens, les organisations publiques tentent, depuis quelques années, de se doter de méthodes de management plus transparentes. A travers ce contexte, ce cours

s'interroge sur les intérêts mais également les limites de l'évaluation de la performance des organisations publiques. Ce cours est basé sur des études de cas et/ou articles et des exposés.

Entreprises digitales, 5 ECTS (EN)

The rise of internet and its generalization has profoundly modified the markets. Hence, companies need to integrate more and more digital tools. Consequently, companies are becoming digital. The course apprehends the specificities of digital companies and outlines the strategic and operational consequences of such modification.

Hospitality Management, 5 ECTS (EN)

Hospitality is a key element of contemporary economies and contributes heavily to the growth of many countries. The objective of the course is to give the students the main elements about the management and marketing of hospitality.

Industrie & design, 5 ECTS (FR)

L'objectif de ce cours est d'associer le monde industriel avec le monde du design. L'idée est de faire prendre conscience du potentiel d'innovation des industries, et de leur rôle dans une stratégie d'innovation. L'objectif est également d'aborder la

Appendix C. Honours iBA in ILST Program Level Expectations and Learning Outcomes

Glendon Department of International Studies

The Departmental program aims to develop a systematic understanding of the problems and potentialities of international society, with special reference to its theoretical, strategic, legal, economic and cultural dimensions. To facilitate the pursuit of systematic knowledge and, at the same time, enhance the identity, coherence and visibility of the academic program, core courses are offered in each of these dimensions. Core courses explore the historical, philosophical, theoretical and methodological foundations of the various dimensions of international society. In combination, they should greatly strengthen the students' capacity for a more genuine interdisciplinary and multicultural analysis of international relations. The fourth year seminar plays a key role in this effort by linking theoretical and methodological issues with students' research activities and internship experiences. An Annual International Studies Symposium also offers to a limited group of students the opportunity to organize an international conference on the region or country chosen, which enables them to bring together many aspects of their undergraduate experience.

The curriculum is based on three pillars, *Culture and International Civil Society*, *Resources and Wellbeing*, and *Order and Security*, which open the door toward the specialized study of these fields of interest. The department offers 37 courses, of which 15 are offered in both languages and students can also enroll in 56 courses, offered by other departments, which are recognized as ILST course equivalents. The curriculum comprises of seven core courses at the 2000 and 3000-level that give all DIS students an interdisciplinary understanding of international society that is as comprehensive as possible. The remaining ILST credits, most of which are 4000-level courses are specialized courses that pertain to one or more of the three pillars of the programme.

The program of study thus equips students with the required analytic tools and challenges them to think constructively towards the creation of a more peaceful, humane and just world order. Due consideration is paid to the role of Canada and Francophone and Anglophone cultures in this process. Particularly significant, in this era of globalization, is the program's emphasis on a broad interdisciplinary and multicultural conception of international society. Students are also actively encouraged to acquire proficiency in several foreign languages as well as relevant international experience, through inter-university exchanges, professional internship, and an international symposium. The department also offers the International Bachelor of Arts (iBA) through its internationally-oriented courses and an international exchange.

Statement of Degree Level Expectations
Department of International Studies, Glendon College – January 2016

Goals/Objectives	Expected Learning Outcomes Bachelor's Degree Honours (120 credits) <i>This degree awarded to students who have demonstrated:</i>	Expected Learning Outcomes iBA Honours (120 credits) <i>This degree awarded to students who have demonstrated:</i>	Expected Learning Outcomes Bachelor's Degree Specialized Honours (120 credits) <i>This degree awarded to students who have demonstrated:</i>	Expected Learning Outcomes iBA Specialized Honours (120 credits) <i>This degree awarded to students who have demonstrated:</i>
<p>1. Breadth and depth of knowledge Understand the complexity of international issues and be able to apply different theories and disciplines to analyze and resolve international problems</p>	<ul style="list-style-type: none"> • a general understanding of the historical, philosophical, theoretical and methodological foundations of the various dimensions of international society • a broad understanding of the three areas of study: Culture and International Civil Society; Resources and Wellbeing; and Order and Security. • an ability to undertake research in one or more of the areas • an ability to apply the knowledge and skills acquired to relevant disciplines and to the workplace 	<ul style="list-style-type: none"> • a general understanding of the historical, philosophical, theoretical and methodological foundations of the various dimensions of international society • a broad understanding of the three areas of study: Culture and International Civil Society; Resources and Wellbeing; and Order and Security. • an ability to undertake research in one or more of the areas • an ability to apply the knowledge and skills acquired to relevant disciplines and to the workplace • a general understanding of another culture through the exchange 	<ul style="list-style-type: none"> • an advanced understanding of the historical, philosophical, theoretical and methodological foundations of the various dimensions of international society • a developed understanding of the three areas of study: Culture and International Civil Society; Resources and Wellbeing; and Order and Security. • an ability to undertake critical research in one or more of the areas • an ability to apply the knowledge and skills acquired to relevant disciplines and to the workplace 	<ul style="list-style-type: none"> • an advanced understanding of the historical, philosophical, theoretical and methodological foundations of the various dimensions of international society • a developed understanding of the three areas of study: Culture and International Civil Society; Resources and Wellbeing; and Order and Security. • an ability to undertake critical research in one or more of the areas • an ability to apply the knowledge and skills acquired to relevant disciplines and to the workplace • a deeper understanding of another culture through the exchange

Statement of Degree Level Expectations
 Department of International Studies, Glendon College – January 2016

<p>2. Knowledge of Methodologies Understand, assess and apply research tools, methodologies and methods in interdisciplinary international contexts</p>	<ul style="list-style-type: none"> • an understanding of the interdisciplinary nature of international studies • an ability to explain and identify different methodological approaches • an ability to identify, explain and critically reflect upon key research tools and methods • an ability to engage critically with current scholarship in international studies 	<ul style="list-style-type: none"> • an understanding of the interdisciplinary nature of international studies • an ability to explain and identify different methodological approaches • an ability to identify, explain and critically reflect upon key research tools and methods • an ability to engage critically with current scholarship in international studies • a familiarity with other research tools, methodologies and methods in a different pedagogical context 	<ul style="list-style-type: none"> • an understanding of the interdisciplinary nature of international studies, as well as the foundations of related disciplines (economics, political science, history) • an ability to explain, identify and apply different methodological approaches • an ability to identify, explain and critically reflect upon key research tools and methods • an ability to engage critically with current scholarship in international studies • an ability to apply key research tools and methods to relevant disciplines and in the workplace 	<ul style="list-style-type: none"> • an understanding of the interdisciplinary nature of international studies, as well as the foundations of related disciplines (economics, political science, history) • an ability to explain, identify and apply different methodological approaches • an ability to identify, explain and critically reflect upon key research tools and methods • an ability to engage critically with current scholarship in international studies • an ability to apply key research tools and methods to relevant disciplines and in the workplace • an understanding and application of other research tools, methodologies and methods in a different pedagogical context
---	--	---	---	---

Statement of Degree Level Expectations
 Department of International Studies, Glendon College – January 2016

<p>3. Applications of knowledge, skills and tools Ability to identify, analyze and resolve international issues and problems</p>	<ul style="list-style-type: none"> • an ability to analyze international problems and issues • an ability to develop clear and coherent arguments regarding international problems and issues • a capacity to engage constructively with international issues • an ability to use current scholarship in international studies 	<ul style="list-style-type: none"> • an ability to analyze international problems and issues • an ability to develop clear and coherent arguments regarding international problems and issues • a capacity to engage constructively with international issues • an ability to use current scholarship in international studies • an ability to interact in a different cultural environment 	<ul style="list-style-type: none"> • an ability to analyze critically international problems and issues • an ability to develop clear and coherent arguments regarding international problems and issues • a capacity to engage constructively with, and propose solutions to, international issues and problems • an ability to use critically current scholarship in international studies 	<ul style="list-style-type: none"> • an ability to analyze critically international problems and issues • an ability to develop clear and coherent arguments regarding international problems and issues • a capacity to engage constructively with, and propose solutions to, international issues and problems • an ability to use critically current scholarship in international studies • an ability to interact and be involved in a different cultural environment
--	--	--	--	--

Statement of Degree Level Expectations
Department of International Studies, Glendon College – January 2016

<p>4. Communication skills Effective oral and written communication skills in multicultural, international contexts</p>	<ul style="list-style-type: none"> • the ability to communicate ideas, problems, solutions, and perspectives with accuracy in oral and written communications • an awareness of the opportunities and challenges of communication in multicultural contexts • critical thinking, reading, and writing skills that are transferable 	<ul style="list-style-type: none"> • the ability to communicate ideas, problems, solutions, and perspectives with accuracy in oral and written communications • an awareness of the opportunities and challenges of communication in multicultural contexts • critical thinking, reading, and writing skills that are transferable • an ability to communicate in a different linguistic environment 	<ul style="list-style-type: none"> • an ability to analyze critically international problems, solutions, and perspectives with accuracy in oral and written communications • an awareness of the opportunities and challenges of communication in multicultural contexts • in-depth critical thinking, reading, and writing skills that are transferable 	<ul style="list-style-type: none"> • an ability to analyze critically international problems, solutions, and perspectives with accuracy in oral and written communications • an awareness of the opportunities and challenges of communication in multicultural contexts • in-depth critical thinking, reading, and writing skills that are transferable • an ability to communicate effectively in a different linguistic environment
<p>5. Awareness of limits of knowledge Identification of limitations of all disciplinary and cultural perspectives</p>	<ul style="list-style-type: none"> • understanding of both francophone and Anglophone cultures in their global contexts • awareness of the limits inherent to all disciplinary and cultural perspectives 	<ul style="list-style-type: none"> • understanding of both francophone and Anglophone cultures in their global contexts • awareness of the limits inherent to all disciplinary and cultural perspectives • an awareness of the differences between Canadian and other cultural contexts 	<ul style="list-style-type: none"> • understanding of both francophone and Anglophone cultures in their global contexts • awareness of the limits inherent to all disciplinary and cultural perspectives • an ability to think beyond a particular disciplinary or cultural perspective 	<ul style="list-style-type: none"> • understanding of both francophone and Anglophone cultures in their global contexts • awareness of the limits inherent to all disciplinary and cultural perspectives • an ability to think beyond a particular disciplinary or cultural perspective • an ability to compare different cultural contexts

Statement of Degree Level Expectations
 Department of International Studies, Glendon College – January 2016

<p>6. Autonomy and professional capacity Aspire to become informed, ethical global citizens</p>	<ul style="list-style-type: none"> • an ability to identify and design own learning and research experiences • the capacity to use skills developed in a variety of settings: workplace, community, interpersonal relations. • an ethical and democratic ethos • a commitment to a better, more secure, more peaceful, humane and just order 	<ul style="list-style-type: none"> • an ability to identify and design own learning and research experiences • the capacity to use skills developed in a variety of settings: workplace, community, interpersonal relations. • an ethical and democratic ethos • a commitment to a better, more secure, more peaceful, humane and just order • an ability to navigate independently in a different cultural context 	<ul style="list-style-type: none"> • an ability to identify and design own learning and research experiences • the capacity to use skills developed in a variety of settings: workplace, community, interpersonal relations. • an ethical and democratic ethos • a commitment to a better, more secure, more peaceful, humane and just order • the capacity for critical self-reflection 	<ul style="list-style-type: none"> • an ability to identify and design own learning and research experiences • the capacity to use skills developed in a variety of settings: workplace, community, interpersonal relations. • an ethical and democratic ethos • a commitment to a better, more secure, more peaceful, humane and just order • the capacity for critical self-reflection • an ability to navigate and interact independently in a different cultural context
---	--	--	---	--

iBA Glendon – BBA EM Lyon Dual Degree Program Calendar

Program Requirements

Direction Glendon → EM Lyon

In their first two years in the program, Glendon students need to take the following 60 credits:

- [GL/ILST 2622 3.00](#) (FR or EN) ;
- [GL/ILST 2644 6.00](#) (FR or EN) ;
- [GL/ILST 2655 6.00](#) (EN) ;
- [GL/ILST 3250 3.00](#) (FR or EN) ;
- [GL/ILST 3505 3.00](#) (FR or EN) ;
- [GL/ILST 3650 3.00](#) (FR or EN) ;
- [GL/ILST 4260 3.00](#) (EN/FR) ;

- [GL/ECON 1000 3.00](#) (FR or EN) ;
- [GL/ECON 1010 3.00](#) (FR or EN) ;
- [GL/ECON 2710 3.00](#) (EN/FR) ;
- [GL/ECON 2720 3.00](#) (EN/ FR) ;

- GL/ADMI 1XXX 3.00 Introduction à la gestion (FR) ;
- GL/ADMI 2XXX 3.00 Introduction à la gestion des ressources humaines (FR) ;
- GL/ADMI 2XXX 3.00 Introduction à la gestion de projets (FR) ;
- GL/ADMI 2XXX 3.00 Introduction au marketing (FR) or [GL/ECON 3245 3.00](#) Marketing and Consumer Economics (EN) ;
- GL/ADMI 1XXX 3.00 Introduction au droit des affaires (FR) ;

- [GL/MATH 1610 3.00](#) (EN);
- [GL/MATH 1620 3.00](#) (EN).

(All of the above courses must be completed before leaving for EM Lyon.)

In their third and fourth years in the program, Glendon students need to complete 120 ECTS (i.e. the equivalent of 60 credits) at EM Lyon:

- 60 ECTS in Year 3, as follows:
 - Core courses, 35 ECTS, as follows :

- Système d'information, 2.5 ECTS (FR) ;
 - Contrôle de gestion, 2.5 ECTS (FR) ;
 - Droit des affaires, 5 ECTS (FR) ;
 - Cross Cultural Management, 2.5 ECTS (EN) ;
 - Comptabilité financière, 5 ECTS (FR) ;
 - International Marketing, 5 ECTS (EN) ;
 - Strategy, 2.5 ECTS (EN) ;
 - Gestion des ressources humaines, 5 ECTS (FR) ;
 - International Business Management, 5 ECTS (EN) ;
- o Stage, 25 ECTS.
- 60 ECTS in Year 4, as follows:
 - o Core courses, 25 ECTS, as follows :
 - Formalisation d'un projet entrepreneurial, 2.5 ECTS (FR) ;
 - Gouvernement d'entreprise, 2.5 ECTS (FR) ;
 - Strategy, 2.5 ECTS (EN) ;
 - Projet professionnel, 2.5 ECTS (FR ou EN) ;
 - International Business, 5 ECTS (EN) (ILST approved course);
 - International Negotiation, 5 ECTS (EN) (ILST approved course) ;
 - GRH à l'international, 5 ECTS (FR) (ILST approved course) ;
 - o Elective courses, 5 ECTS ;
 - o Stage ou Apprentissage, 10 ECTS ;
 - o Mémoire de recherche appliquée, 10 ECTS ;
 - o Séminaire Envol / Capstone Seminar, 10 ECTS (*joint Glendon ILST – EM Lyon seminar*).

General education requirement*: is satisfied via the completion of the courses [GL/ILST/HUMA 2644 6.00](#), [GL/ILST/SOSC 2655 6.00](#), [GL/MATH/MODR 1610 3.00](#) and [GL/MATH/MODR 1620 3.00](#).

Bilingual requirement*: for the bilingual iBA, students must complete at least 18 credits in each official language (English and French). At least 6 of these credits must be completed at Glendon from the following two categories:

- French as a second language and/or in English as a second language at the 2000 level or above;
- discipline courses which are designated as satisfying the bilingual requirement.

The remaining 12 credits in either official language may be completed abroad.

Internationally-oriented course requirement*: is met through the completion of the ILST courses in the program.

Exchange requirement*: Students need to spend two years at EM Lyon. In order to receive credits for an EM Lyon course, students need to obtain a minimum of 10 out of 20 in the course.

Upper-level credits*: Glendon's Honours iBA in ILST major requirement comprises 9 credits at the 3000 level and 12 credits at the 4000 level. Glendon students also need to complete 60 ECTS (i.e. the equivalent of 30 credits) in their third year at EM Lyon. These credits will be recognized as 3000 level credits. Glendon students further need to complete 60 ECTS (or 30 credits) at the 4000 level in their fourth year at EM Lyon. These credits will be recognized as 4000 level credits.

Credits outside the major*: is satisfied via the completion of the ADMI courses (15 credits) and MATH courses (6 credits) in the program.

Residency requirement: a minimum of 30 credits at York and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at Glendon.

Graduation requirement: students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 (C+).

***Note:** please refer to the [Rules and Regulations section](#) of the Undergraduate Calendar for detailed requirement information.

Direction EM Lyon → Glendon

In their first two years in the program, EM Lyon students need to complete 120 ECTS (i.e. the equivalent of 60 credits):

- 60 ECTS in Year 1, as follows :
 - Core courses, 40 ECTS, as follows :
 - Méthodes d'enquête, 2.5 ECTS (FR) ;
 - Analyse de contenu et de données, 2.5 ECTS (FR) ;
 - Rédiger un rapport, 2.5 ECTS (FR) ;
 - Trouver et analyser l'information Business, 2.5 ECTS (FR) ;
 - Compréhension de l'information comptable, 2.5 ECTS (FR) ;
 - Gestion financière, 2.5 ECTS (FR) ;
 - Economie et diversité du capitalisme, 2.5 ECTS (FR) (ILST approved course) ;
 - Gestion de projets et management d'équipes, 5 ECTS (FR) ;
 - Introduction au droit, 2.5 ECTS (FR) ;
 - Cross Cultural Management, 2.5 ECTS (EN) (ILST approved course) ;
 - Essentials of Marketing, 5 ECTS (EN) ;
 - Histoire d'entreprise, grandes figures, success stories, 2.5 ECTS (FR) ;
 - Mathématiques et statistiques appliquées à la gestion, 5 ECTS (FR) ;
 - Enquête terrain, 5 ECTS ;
 - Cycle de conférences, 2.5 ECTS ;
 - Stage découverte, 2.5 ECTS ;
 - Outils informatiques du manager, 2.5 ECTS ;
 - Anglais LV1, 2.5 ECTS ;
 - Anglais LV2, 2.5 ECTS ;
 - Projet Mission, 2.5 ECTS.
- 60 ECTS in Year 2, as follows :
 - Core courses, 25 ECTS, as follows :
 - Sciences sociales et travail, 5 ECTS (FR) ;
 - RSE et développement durable, 5 ECTS (FR) ;
 - Mondialisation et géopolitique, 5 ECTS (FR) (ILST approved course) ;
 - Découverte entrepreneuriat, 2.5 ECTS (FR) ;
 - Approche financière du Business Plan, 2.5 ECTS (FR) ;
 - Atelier de génération d'idées PI, 2.5 ECTS (FR) ;
 - Cross Cultural Management, 2.5 ECTS (EN) (ILST approved course) ;
 - Stage à l'international, 15 ECTS ;
 - Anglais LV1, 2.5 ECTS ;
 - Anglais LV2, 2.5 ECTS ;
 - Outils informatiques de gestion, 2.5 ECTS ;
 - Projet Innovation / Projet de création d'entreprise, 12.5 ECTS.

(All of the above credits must be completed before leaving for Glendon.)

In their third and fourth years in the program, EM Lyon students need to complete 60 credits at Glendon as follows:

- [GL/ILST 2622 3.00](#) (FR or EN) ;
- [GL/ILST 2644 6.00](#) (FR or EN) ;
- [GL/ILST 2655 6.00](#) (EN) ;

- [GL/ILST 3250 3.00](#) (FR or EN) ;
- [GL/ILST 3505 3.00](#) (FR or EN) ;
- [GL/ILST 3650 3.00](#) (FR or EN) ;
- [GL/ILST 4260 3.00](#) (EN/FR) ;
- [GL/ILST 4501 3.00](#) Séminaire Envol / Capstone Seminar (*joint Glendon ILST - EM Lyon seminar*) ;
- 6 additional credits of approved ILST courses at the 4000 level ;
- 6 additional credits at the 4000 level ;
- 9 additional credits at the 3000 or 4000 level ;
- 9 additional credits at any level.

General education requirement*: is waived since EM Lyon students will have completed the equivalent of at least 60 credits in their first two years at EM Lyon.

Bilingual requirement*: for the bilingual iBA, students must complete at least 18 credits in each official language (English and French). At least 6 of these credits must be completed at Glendon from the following two categories:

- French as a second language and/or in English as a second language at the 2000 level or above;
- discipline courses which are designated as satisfying the bilingual requirement.

The remaining 12 credits in either official language may be completed abroad.

Internationally-oriented course requirement*: is met through the ILST courses in the program.

Exchange requirement*: Students need to spend two years at EM Lyon. In order to receive credits for an EM Lyon course, students need to obtain a minimum of 10 out of 20 in the course.

Upper-level credits*: at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level. This includes the 3000 and 4000 level credits in ILST. Glendon's Honours iBA in ILST major requirement comprises 9 credits at the 3000 level and 12 credits at the 4000 level. EM Lyon students need to complete 6 more credits at the 4000 level and an additional 9 credits at the 3000 and/or 4000 levels during their two years of study at Glendon.

Credits outside the major*: at least 18 credits.

Residency requirement: a minimum of 30 credits at York and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at Glendon.

Graduation requirement: students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 (C+).

*Note: please refer to the [Rules and Regulations section](#) of the Undergraduate Calendar for detailed requirement information.

Calendrier pour le programme de double diplôme iBA Glendon – BBA EM Lyon

Exigences du programme

Direction Glendon → EM Lyon

Dans les deux premières années du programme, les étudiants de Glendon doivent compléter les 60 crédits suivants:

- [GL/ILST 2622 3.00](#) (FR or EN) ;
- [GL/ILST 2644 6.00](#) (FR or EN) ;
- [GL/ILST 2655 6.00](#) (EN) ;
- [GL/ILST 3250 3.00](#) (FR or EN) ;
- [GL/ILST 3505 3.00](#) (FR or EN) ;
- [GL/ILST 3650 3.00](#) (FR or EN) ;
- [GL/ILST 4260 3.00](#) (EN/FR) ;

- [GL/ECON 1000 3.00](#) (FR or EN) ;
- [GL/ECON 1010 3.00](#) (FR or EN) ;
- [GL/ECON 2710 3.00](#) (EN/FR) ;
- [GL/ECON 2720 3.00](#) (EN/ FR) ;

- GL/ADMI 1XXX 3.00 Introduction à la gestion (FR) ;
- GL/ADMI 2XXX 3.00 Introduction à la gestion des ressources humaines (FR) ;
- GL/ADMI 2XXX 3.00 Introduction à la gestion de projets (FR) ;
- GL/ADMI 2XXX 3.00 Introduction au marketing (FR) or [GL/ECON 3245 3.00](#) Marketing and Consumer Economics (EN) ;
- GL/ADMI 1XXX 3.00 Introduction au droit des affaires (FR) ;

- [GL/MATH 1610 3.00](#) (EN);
- [GL/MATH 1620 3.00](#) (EN).

(Tous les cours énumérés ci-dessus doivent être validés avant de partir pour EM Lyon.)

Dans leurs troisième et quatrième années du programme, les étudiants de Glendon doivent compléter les 120 ECTS (soit l'équivalent de 60 crédits) suivants à EM Lyon :

- 60 ECTS en troisième année, comme suit :
 - Cours fondamentaux, 35 ECTS, comme suit :
 - Système d'information, 2,5 ECTS (FR) ;
 - Contrôle de gestion, 2,5 ECTS (FR) ;
 - Droit des affaires, 5 ECTS (FR) ;
 - Cross Cultural Management, 2,5 ECTS (EN) ;
 - Comptabilité financière, 5 ECTS (FR) ;
 - International Marketing, 5 ECTS (EN) ;
 - Strategy, 2,5 ECTS (EN) ;
 - Gestion des ressources humaines, 5 ECTS (FR) ;
 - International Business Management, 5 ECTS (EN) ;
 - Stage, 25 ECTS.
- 60 ECTS en quatrième année, comme suit :
 - Cours fondamentaux, 25 ECTS, comme suit :
 - Formalisation d'un projet entrepreneurial, 2,5 ECTS (FR) ;
 - Gouvernement d'entreprise, 2,5 ECTS (FR) ;
 - Strategy, 2,5 ECTS (EN) ;
 - Projet professionnel, 2,5 ECTS (FR ou EN) ;
 - International Business, 5 ECTS (EN) (cours approuvé par ILST) ;
 - International Negotiation, 5 ECTS (EN) (cours approuvé par ILST) ;
 - GRH à l'international, 5 ECTS (FR) (cours approuvé par ILST) ;
 - 5 ECTS de cours au choix;
 - Stage ou Apprentissage, 10 ECTS ;
 - Mémoire de recherche appliquée, 10 ECTS ;
 - Séminaire Envol / Capstone Seminar, 10 ECTS (*séminaire conjoint entre Glendon ILST et EM Lyon*).

Les exigences d'éducation générale* : sont satisfaites par la complétion des cours [GL/ILST/HUMA 2644 6.00](#), [GL/ILST/SOSC 2655 6.00](#), [GL/MATH/MODR 1610 3.00](#) and [GL/MATH/MODR 1620 3.00](#).

Les exigences de bilinguisme* : Pour le programme iBA bilingue, tout étudiant doit obtenir 18 crédits dans chaque langue officielle (français et anglais). Au moins 6 de ces crédits doivent être obtenus au Collège universitaire Glendon et choisis parmi les deux catégories suivantes :

- des cours de 2e année ou d'un niveau supérieur en Français langue seconde ou en Anglais langue seconde;
- des cours dans une discipline qui respectent les exigences en matière de bilinguisme du Collège.

Les 12 crédits restants peuvent être obtenus à l'étranger.

Cours à dimension internationale* : Cette exigence est satisfaite par la complétion des cours ILST du programme.

Programme d'échange international* : Les étudiants doivent passer deux ans à EM Lyon. Afin de recevoir des crédits pour un cours de EM Lyon, les étudiants doivent obtenir un minimum de 10 sur 20 dans le cours.

Cours avancés* : Le programme comprend 9 crédits de cours ILST au niveau 3000 et 12 crédits au niveau 4000. Par ailleurs, les étudiants doivent compléter 60 ECTS (à savoir l'équivalent de 30 crédits) au cours de leur troisième année à EM Lyon. Ces crédits seront reconnus comme crédits de niveau 3000. Les étudiants doivent en outre compléter 60 ECTS (c'est-à-dire 30 crédits) au cours de leur quatrième année à EM Lyon. Ces crédits seront reconnus comme crédits de niveau 4000.

Crédits hors majeure* : Cette exigence est satisfaite par la complétion des cours ADMI (15 crédits) et des cours MATH (6 crédits) dans le programme.

Exigences de résidence : au moins 30 crédits d'un programme à York et 50% des crédits exigés dans la majeure doivent être complétés à Glendon.

Exigences pour l'obtention du diplôme : Les étudiants doivent réussir à un total de 120 crédits avec une moyenne de 5.00 (C+) dans la spécialisation et dans le programme.

*N.B. : Pour plus de détails, veuillez vous référer à la section [Règlements gouvernant l'obtention du Baccalauréat](#) dans l'Annuaire.

Direction EM Lyon → Glendon

Dans les deux premières années du programme, les étudiants EM Lyon doivent compléter 120 ECTS (soit l'équivalent de 60 crédits):

- 60 ECTS en première année, comme suit :
 - Cours fondamentaux, 40 ECTS, comme suit :
 - Méthodes d'enquête, 2.5 ECTS (FR) ;
 - Analyse de contenu et de données, 2.5 ECTS (FR) ;
 - Rédiger un rapport, 2.5 ECTS (FR) ;
 - Trouver et analyser l'information Business, 2.5 ECTS (FR) ;
 - Compréhension de l'information comptable, 2.5 ECTS (FR) ;
 - Gestion financière, 2.5 ECTS (FR) ;
 - Economie et diversité du capitalisme, 2.5 ECTS (FR) (cours approuvé par ILST) ;
 - Gestion de projets et management d'équipes, 5 ECTS (FR) ;
 - Introduction au droit, 2.5 ECTS (FR) ;
 - Cross Cultural Management, 2.5 ECTS (EN) (cours approuvé par ILST) ;
 - Essentials of Marketing, 5 ECTS (EN) ;
 - Histoire d'entreprise, grandes figures, success stories, 2.5 ECTS (FR) ;
 - Mathématiques et statistiques appliquées à la gestion, 5 ECTS (FR) ;
 - Enquête terrain, 5 ECTS ;
 - Cycle de conférences, 2.5 ECTS ;
 - Stage découverte, 2.5 ECTS ;
 - Outils informatiques du manager, 2.5 ECTS ;
 - Anglais LV1, 2.5 ECTS ;
 - Anglais LV2, 2.5 ECTS ;
 - Projet Mission, 2.5 ECTS.
- 60 ECTS en deuxième année, comme suit :
 - Cours fondamentaux, 25 ECTS, comme suit :
 - Sciences sociales et travail, 5 ECTS (FR) ;
 - RSE et développement durable, 5 ECTS (FR) ;
 - Mondialisation et géopolitique, 5 ECTS (FR) (cours approuvé par ILST) ;
 - Découverte entrepreneuriat, 2.5 ECTS (FR) ;
 - Approche financière du Business Plan, 2.5 ECTS (FR) ;
 - Atelier de génération d'idées PI, 2.5 ECTS (FR) ;
 - Cross Cultural Management, 2.5 ECTS (EN) (cours approuvé par ILST) ;
 - Stage à l'international, 15 ECTS ;
 - Anglais LV1, 2.5 ECTS ;
 - Anglais LV2, 2.5 ECTS ;
 - Outils informatiques de gestion, 2.5 ECTS ;
 - Projet Innovation / Projet de création d'entreprise, 12.5 ECTS.

(Tous les crédits énumérés ci-dessus doivent être validés avant de partir pour Glendon.)

Dans leurs troisième et quatrième années du programme, les étudiants EM Lyon doivent compléter 60 crédits à Glendon comme suit:

- [GL/ILST 2622 3.00](#) (FR or EN) ;
- [GL/ILST 2644 6.00](#) (FR or EN) ;
- [GL/ILST 2655 6.00](#) (EN) ;
- [GL/ILST 3250 3.00](#) (FR or EN) ;
- [GL/ILST 3505 3.00](#) (FR or EN) ;
- [GL/ILST 3650 3.00](#) (FR or EN) ;
- [GL/ILST 4260 3.00](#) (EN/FR) ;
- [GL/ILST 4501 3.00](#) Séminaire Envol / Capstone Seminar (*séminaire conjoint entre Glendon ILST et EM Lyon*) ;
- 6 crédits additionnels au niveau 4000 de cours approuvés par ILST ;
- 6 crédits additionnels au niveau 4000 ;
- 9 crédits additionnels au niveau 3000 ou 4000 ;
- 9 crédits additionnels à tous les niveaux.

Les exigences d'éducation générale* : sont supprimées puisque les étudiants de EM Lyon compléteront l'équivalent d'au moins 60 crédits dans leurs deux premières années à EM Lyon.

Les exigences de bilinguisme* : Pour le programme iBA bilingue, tout étudiant doit obtenir 18 crédits dans chaque langue officielle (français et anglais). Au moins 6 de ces crédits doivent être obtenus au Collège universitaire Glendon et choisis parmi les deux catégories suivantes :

- des cours de 2e année ou d'un niveau supérieur en Français langue seconde ou en Anglais langue seconde;
- des cours dans une discipline qui respectent les exigences en matière de bilinguisme du Collège.

Les 12 crédits restants peuvent être obtenus à l'étranger.

Cours à dimension internationale* : Cette exigence est satisfaite par la complétion des cours ILST du programme.

Programme d'échange international* : Les étudiants doivent passer deux ans à EM Lyon. Afin de recevoir des crédits pour un cours de EM Lyon, les étudiants doivent obtenir un minimum de 10 sur 20 dans le cours.

Cours avancés* : Le programme comprend 9 crédits de cours ILST au niveau 3000 et 12 crédits au niveau 4000. Tel qu'indiqué ci-dessus, les étudiants de EM Lyon devront compléter 6 crédits additionnels au niveau 4000 et 9 autres crédits au niveau 3000 et / ou 4000 au cours de leurs deux années d'études à Glendon.

Crédits hors majeure* : un minimum de 18 crédits.

Exigences de résidence : au moins 30 crédits d'un programme à York et 50% des crédits exigés dans la majeure doivent être complétés à Glendon.

Exigences pour l'obtention du diplôme : Les étudiants doivent réussir à un total de 120 crédits avec une moyenne de 5.00 (C+) dans la spécialisation et dans le programme.

*N.B. : Pour plus de détails, veuillez vous référer à la section [Règlements gouvernant l'obtention du Baccalauréat](#) dans l'Annuaire.



GLENLON COLLEGE

**COLLÈGE
UNIVERSITAIRE
GLENLON**

**Office of the
Principal**

**Bureau du
Principal**

2275 BAYVIEW AVE.
TORONTO ON
CANADA M4N 3M6
T/T 416 487 6727
F/T 416 487 6786
principal@glendon.yorku.ca
www.glendon.yorku.ca

March 14, 2016

Chair
Faculty Council
Glendon College

Dear Chair,

I am pleased to support the proposal to establish at Glendon a Dual-Degree Program iBA Glendon – BBA EM Lyon. This program will be housed in Glendon's Department of International Studies and will build in part on existing expertise from the Department. It is a truly innovative program that will further advance Glendon's global focus.

This B.A. program will be secured through funding provided under the Ministry of Training, Colleges and Universities action plan for the expansion of French-language postsecondary programming in Central and Southern Western Ontario.

A search for three tenure-track professor positions commencing on July 1, 2016 was approved by the Vice-President Academic and Provost and is currently underway.

Sincerely,

Donald Ipperciel
Principal, Glendon College





GLENDON COLLEGE
COLLÈGE
UNIVERSITAIRE
GLENDON

Department of Economics
Département de science
économique

2275 Bayview Ave.
Toronto ON
Canada M4N 3M6
Tel/Tél 416 487 6712
Fax/Télé 416 487 6852
economics@glendon.yorku.ca

Donald Ipperciel
Principal's Office
Glendon College
York University

March 16, 2016

Dear Principal Ipperciel:

Glendon's Economics Department supports the dual-degree program combining the International Bachelor of Arts offered by Glendon's International Studies Department and the Bachelor of Business Administration offered by EM Lyon Business School in its currently proposed version.

Yours respectfully,

C. Erutku
Interim Chair, Department of Economics

CC: S. Kirschbaum
M. Roy