

Contemporary Management Issues (CMI)

Licence 1 – S.BEZ
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INTRODUCTION





**Why take a course on
Contemporary Management
Issues?**



2001



Janvier 2012



2014



202



« 80% of the companies that existed before 1980 are no longer around—
and another 17% probably won't be here in five years [...] Companies that
listed before 1970 had a 92% chance of surviving the next five years, whereas
companies that listed from 2000 to 2009 had only a 63% chance»
(HBR, 2016, The Scary Truth About Corporate Survival)

Introduction – Why take a course on Contemporary Management Issues?



VS



VS



- ☐ Car maker
- ☐ 1908
- ☐ 6,83 millions of car in 2020
- ☐ #32 - Fortune 500
\$ 122 B revenue
- ☐ 155,000 employees
- ☐ Market cap 08/2021:
\$47,84 B

- ☐ Car maker
- ☐ 1896
- ☐ Almost 3 millions of car in 2019
- ☐ # 108 - Fortune 500
\$ 27 B revenue
- ☐ 177 757 employees
- ☐ Market cap 08/2020:
\$17,16 B

- ☐ Car maker
- ☐ 2003
- ☐ Less 0,5 millions of car in 2020
- ☐ #100 - Fortune 500
\$ 21,5 B de revenue
- ☐ 70,757 employees
- ☐ Market cap 06/2021:
\$682 B

Introduction – Why take a course on Contemporary Management Issues?



VS



VS



- ☐ Car maker
- ☐ 1909
- ☐ Almost 83 millions of car in 2020
- ☐ #32 - Fortune 500
- ☐ \$ 122 B revenue
- ☐ 155,000 employees
- ☐ Market cap 03/2021: \$70 B

- ☐ Car maker
- ☐ 2001
- ☐ Almost 3 millions of car in 2019
- ☐ #85 - Fortune 500
- ☐ \$86 B revenue
- ☐ 145,756 employees
- ☐ Market cap 06/2020: \$7,76 B

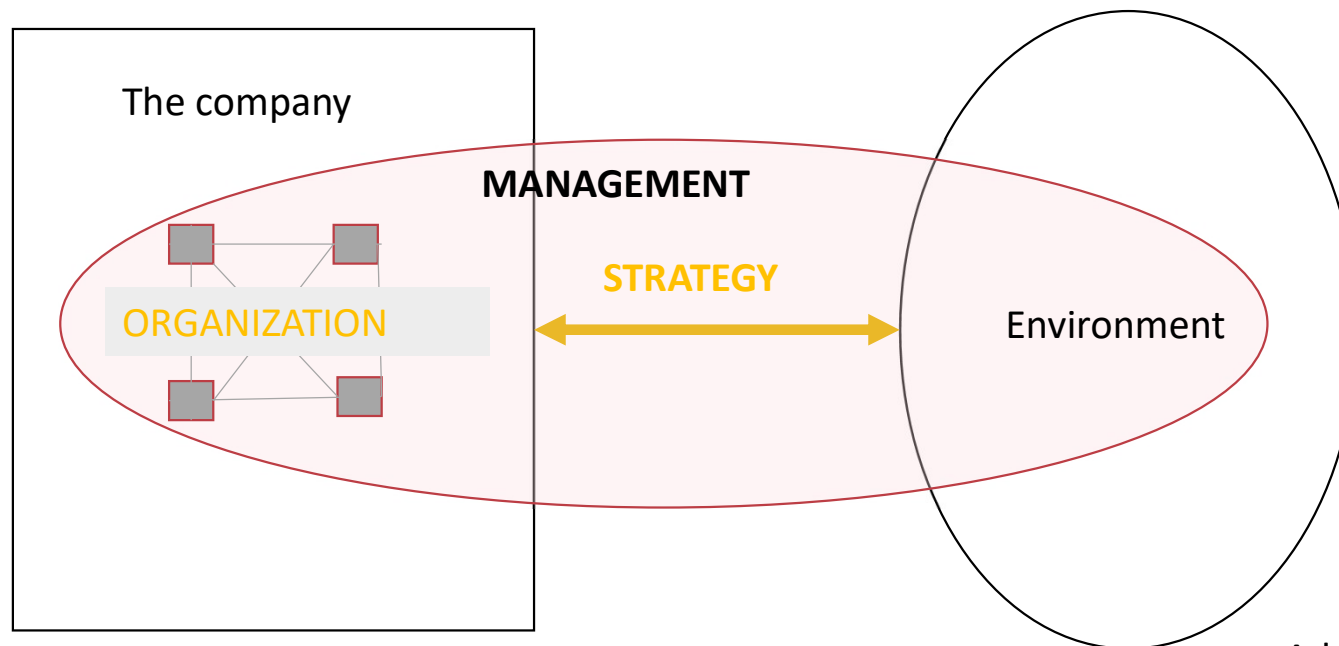
- ☐ Car maker
- ☐ 2003
- ☐ Less 0,5 millions of car in 2020
- ☐ #100 - Fortune 500
- ☐ \$ 31,5 B de revenue
- ☐ 70,757 employees
- ☐ Market cap 06/2020: \$673 B

Introduction – Why take a course on Contemporary Management Issues?

- If once-great firms can fail, why is any company successful?
- What enables some firms to gain and then sustain and adapt their competitive advantage over time?
- How can managers influence firm performance?
What decisions to take?

Management
(organizational decision and strategic decision)

Introduction – Why take a course on Contemporary Management Issues?



Adapted from Helfer et al. 2008

1907

A black rectangular sign with a metal frame, mounted on a brick base. The sign features the Harvard crest at the top center, followed by the text "HARVARD BUSINESS SCHOOL" in large, white, serif capital letters, and "Gordon Road" in smaller, white, serif capital letters below it. The background shows trees with yellow autumn leaves.

HARVARD BUSINESS SCHOOL
Gordon Road

Introduction – Why take a course on Contemporary Management Issues?

Estimated Tuition and Fees for CA Resident (2019-2020)

BerkeleyHaas
Haas School of Business
University of California Berkeley

Tuition and Fees Undergraduate

\$14,254

Tuition and Fees MBA

\$62,446

X3

X2



Overview

Curriculum

Admissions

Financing

Career Development

FAQs

Discover Our Events 

Explore In The Know 

Modular

14 to 20 Months

Four Intakes

In Person:

France

Singapore

Abu Dhabi

Blended: Flex

Apply Now

What are the estimated living expenses?

What are the programme tuition fees?

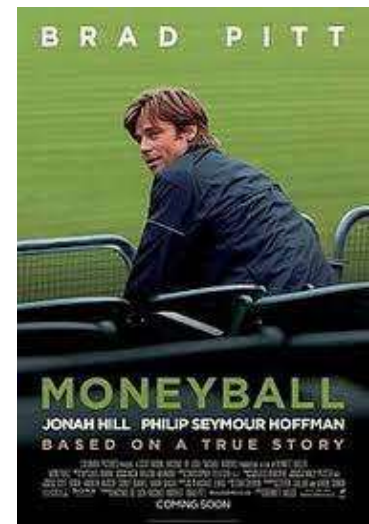
The tuition fee for 2025 Intake (Class of GEMBA'27) are as follows:



The tuition fee covers teaching fees, all academic materials, access to the school library, IT services, access to the fitness centre (Europe and Asia Campuses), lunches, coffee breaks and INSEAD organised group dinners. The tuition fee does not include transport, accommodation and all other meals.

Introduction – Why take a course on Contemporary Management Issues?

- Understand how to win or keep performance relative to competitors
- Who is concerned?
 - Companies such as Tesla or Peugeots :
Clients, employees, revenue, market capitalization, technology etc.
 - NGO: donations
 - Universities : best students, best professors
 - Sport : championships, players, coaches
 - Celebrities : media attention
 - You?



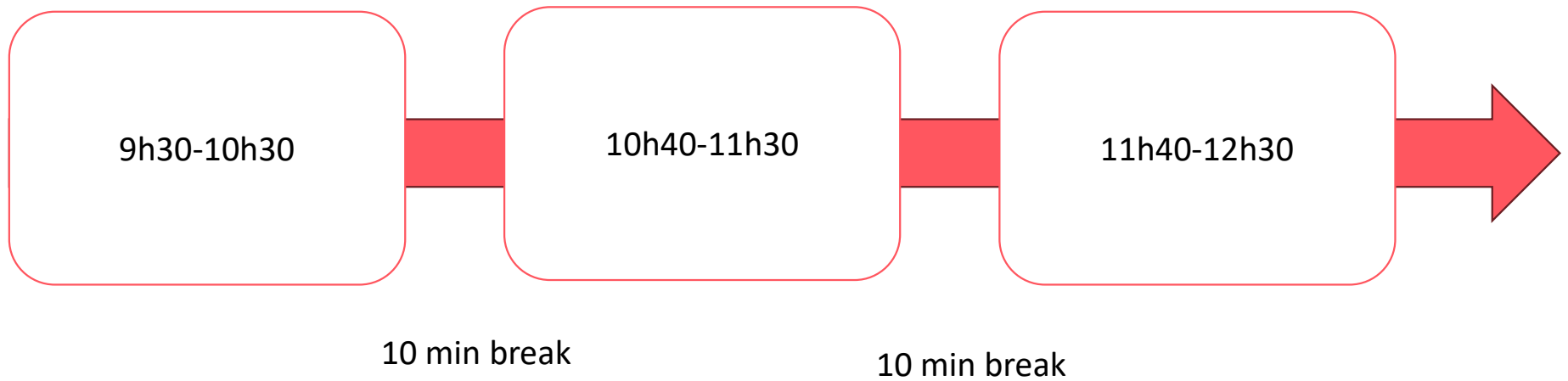


Organization of the course

Agenda

- ❑ Introduction
- ❑ Chap 1 – What is behind the term « company »?
- ❑ Chap 2 – Why does a company need to grow?
- ❑ Chap 3 – Where should a company compete (vertical integration and diversification)?
- ❑ Chap 4 - Where should a company compete (geographical scope)?
- ❑ Chap 5 – Why and How innovation?
- ❑ Chap 6 – Why and How does a company pursue its CSR?
- ❑ Chap 7 - Why and How a platform strategy?
- ❑ Chap 8 – Why and how deal with the ethical issues? (asynchronous)
- ❑ Conclusion

Breaks



My goal

« Maximize your learning experience »

1. Start on time and go directly into the topic
2. A break every 50 minutes
3. 10 last minutes for Q&A and organization issues

All rely on you :

1. Arrive on time (*if late, I book the first row of chairs for you*)
2. Active participation (*dear to speak*)
3. Ask me to repeat or speak slowly (*or to speed up*)
4. Behave as a « big brother and sister » (*help him/her and prevent inappropriate behavior*)
5. Challenge me (*ask question I do not know*)

Organization of the course

- 27 hours lecture course + 15 hours tutorials and exercises
- Two evaluations :
 - 70% : One quiz for the final exam (you will have online training to prepare)
Be careful with negative points and the questions are about the whole lecture course (not just the question seen in tutorials)
 - 30%: The tutorial grade

Evaluation

Licence 1

01

Identify, Define, List,
Name, Explain

02

Analyze an unknown
real case with the
theoretical concepts
of the course

03

Be critical, make a
decision and justify it
(be aware of ethical
issues)

04

Apply in your daily
life

Moodle

L1 2025-2026 Problèmes Managériaux Contemporains Current Managerial Issues

https://moodle.umontpellier.fr

Moodle UM ENT Vidéo Aide Français (fr) Recherche Non connecté. (Connexion)

BIENVENUE SUR MOODLE UM
La plateforme d'enseignement numérique de l'Université de Montpellier

CHERCHER UN COURS

COURS DISPONIBLES



Let's start



We have already started...

1. Meaning of market capitalization
2. The variables that do not guarantee the survival of the firm
3. The two components of management
4. Management training : beginning and cost



Quiz

Which variable guarantees the survival of the company?

- a. Age
- b. Number of employees
- c. Production volume
- d. None of the three answers



Quiz

What is the component(s) of management?

- ☐ Strategy alone
- ☐ Organization alone
- ☐ Strategy and organization
- ☐ Strategy, management and organization are three different components

Quiz

Management issues:

- a. have always existed
- b. relatively recent questions (less than 10 years)
- c. Recent issues (emerged in the last 3 years)
- d. Questions that business leaders consider secondary

Quiz – Version 1

What represents a company market value?

- a. Past company decisions
- b. The current situation of the company
- c. Confidence in the future of the company
- d. This is just a number that has nothing to do with the decisions made by the company.

Quiz – Version 2

Sanofi

The share of the French pharmaceutical giant Sanofi has lost more than 15% on the stock market since August 9, 2022 (in three days). Why such a fall? Because the markets, in the wake of some influential analysts, were alarmed for the French group after the announcement of the cessation of recruitment of volunteers for clinical trials of tolebrutinib, an experimental treatment for certain forms of multiple sclerosis and myasthenia gravis which caused liver damage in some volunteers.

Source: SudOuest "Sanofi lost more than 15% on the stock market in three days, here's why" (August 2022)

21) Question: what does a 15% drop in the market value of a company represent?

- a) Objective and reliable data on the current situation of the company
- b) Investors' loss of confidence in the future of the company and the company's strategy
- c) None of these three answers
- d) Financial data calculated by extrapolating income from the previous 5 years