Corporate Heritage Management

Lecturer: Pr. Pierre Volle, PhD
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Department: LSO
Semester: 2

Course level: L3 Undergraduate
Domain: Business (marketing/management)
Teaching language: English
Number of in-class hours: 36
Number of course sessions: 12
ECTS: 6

Course description and objectives

This course enables participants to develop the skills necessary to leverage the cultural and historical heritage of companies for the benefit of all stakeholders (employees, partners, customers…).

Throughout the course, various issues will be addressed, ranging from the protection of heritage to its promotion through a wide range of tools (products and brands, books and films, social media, exhibitions and museums, iconic locations, events, and more).

Numerous case studies and examples will be provided, including globally renowned brands such as Chanel or Michelin, as well as family businesses and heritage-based companies where the valorization of craftsmanship serves as a core strategic approach.

Prerequisites

None (apart from an interest in history of companies and brands, of course).

Learning outcomes

By the end of this course, students will have developed the skills to:

- Promote the enhancement of cultural and historical heritage within an organization.
- Develop a strategy for leveraging cultural and historical heritage.
- Anticipate the main challenges and difficulties in managing an organization's heritage.
- Assess the impact of a heritage management strategy.

Assignments and grading

- Project: 30%
- Case studies: 30%
- Final exam: 40%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.

Course structure

Session	Topic
1	What is corporate heritage management? Why is it relevant for organizations?
2	Corporate heritage management: Overview of the tools and processes
3	The strategic processes of corporate heritage management – Case Study
4	Narrating through products & brands
5	Narrating through places – Focus on corporate museums
6	Auditing: Identifying the main narrative themes – Case Study
7	Visioning: Defining narrative targets and objectives
8	Managing: Developing and managing narratives – Case Study
9	Managing: Developing and managing narratives (cont'd)
10	Controlling: Evaluating narrative results
11	Presentations of the corporate heritage projects
12	**Final Exam**

Bibliography

- Riviezzo et al., Corporate Heritage Marketing, Routledge, 2021
- Balmer, J. (ed.), Foundations of Corporate Heritage, Routledge, 2017

Lecturer's biography

Doctor in management sciences, honorary president of the French Marketing Association (AFM), and honorary vice-president of the Association for the History of Management and Organizations (AHMO), Pierre Volle has been a full professor at Université Paris-Dauphine–PSL★ since 2004. He is the author or editor of eight books, including Marketing (plus) durable (De Boeck, 2022) and Management de la relation client (Pearson, 6th edition, 2025). His areas of expertise include customer management, the impact of marketing practices, and the history of organizations. Pierre Volle regularly collaborates with companies such as Kering, Carrefour, EDF, Leroy Merlin, Crédit Mutuel, La Poste, and BASF. Since 2024, he has also served as a consultant for Perles d'Histoire, a cultural and historical engineering agency.

Moodle

This course is on Moodle: **Yes**

Academic integrity

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.