Master in Management « Grande Ecole » Programme
Academic year 2022-2023
Double degree students

The structure of the program may slightly change by adding or removing courses if deemed necessary by the pedagogical committee. Specialization tracks and courses are offered only if a minimum number of candidates are enrolled, in order to guarantee the achievement of the pedagogical goals of the program.

Master in Management « Grande Ecole » Programme
Academic year 2022-2023
M2 year – Complex management and specialization

The last year of the Master in Management program is a specialization year, as students can choose from 10 different specializations spread into 4 subjects. Each course includes teachings which focus on preparing
students to make decisions and act ethically in complexity by specializing in a discipline of their choosing.
These courses prepare them for their short-term professional integration. A common core teaching unit and a master's dissertation complete these specialization courses, which aim to develop the necessary skills for the design and implementation of cross-functional solutions, making it possible to steer change and to prepare their medium-term career development.

The aim of the Specialization tracks is to enable students to make use of highly specialized knowledge on the chosen topic.

Courses in TU1* and TU2 aim to enable students to benefit from specialist academic classes. Their topics depend on the specialization track selected. These two teaching units include courses enabling students to prepare their master's dissertation with their supervisor.
The main purpose of the UE3 classes is to promote rapid professional integration of students and to deepen their skills in their chosen specialization.

TU4 is built around the professional project and based on the assignments carried out during the **mandatory 6-month company internship** period. In addition to the company evaluation, the drafting of a written paper and a presentation demonstrating proof of the acquisition of academic and professional skills to formulate a value proposition and its relevance to with the professional project will be expected. The preparation and drafting of a **master's dissertation** are also part of this TU. The aim of the dissertation is to foster skills in academic research and critical and integrative thinking on a professional or managerial topic. Not only does it enable students to develop their ability to learn throughout their careers as managers, it also enables them to gain expertise on a specific managerial topic so they become more qualified professionally. The 10 specialization tracks are outlined below:

Course	
Subject	**Specialisation**
Finance	Global Finance
	Sustainable & inclusive Finance
	FinTech & digital finance
Marketing	Luxury marketing in a sustainable world
	Digital marketing & omnichannel strategy
Management	Big data & artificial intelligence for business
	Supply Chain Management
Business & strategy	International Business
	Digital transformation & business strategy
	Entrepreneurship & innovative business model

*TU = Teaching Unit

Business and Strategy

Track - Entrepreneurship & innovative business models

Teaching unit	Course title	Nb h	ECTS
TU1 Academic knowledge	Entrepreneurship Fundamentals	45	5
	International Entrepreneurship	30	4
	Corporate Entrepreneurship	30	4
	Social Entrepreneurship	30	4
	Total TU1	**135**	**17**
TU2 Applied and scientific approach	Design thinking for Entrepreneurs and Innovators	24	3
	Advanced ethical Leadership	24	3
	Finance Fundamentals for Entrepreneurship	24	3
	Research methodology	15	2
	Power platform by Microsoft	15	2
	Total TU2	**102**	**13**
Semester 1		**237**	**30**
TU3 Special topics in business & strategy	Research methods in business & strategy	15	2
	Marketing for Entrepreneurs and Innovators	30	4
	Product Management and Business Development	30	4
	Business model innovation	24	3
	Organisational Behaviour and Managing Human Resources	24	3
	Legal issues in international business	24	3
	Elective - 1 course to choose among the list below:	15	2
	Gamification for impact		
	Future Ready		
	The business of knowledge and entrepreneurship		
	Negotiations in a Globalised Environment		
	Geopolitics in International Business		
	Mind Shift: Purpose and Engagement in a Complex World		
	Active engagement: A business game		
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	*Professional period*	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	*Professional period*	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Entrepreneurship Fundamentals:
The course covers the basics of entrepreneurship, providing an overview of major stages of the entrepreneurial process from idea creation or an opportunity identification through launch, growth, financing, and profitability of a business venture. It introduces a business model concept at the initial stage. The course helps students develop their good business model idea that will be iterated throughout different courses within the specialisation.

International Entrepreneurship:
This course is designed to provide students with comprehensive training on the empirical and conceptual aspects of this field as well as their application in the context of entrepreneurial internationalisation. The

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course focuses on (i) the entrepreneurial internationalisation of new international companies or existing small and medium-sized enterprises and (ii) comparisons of entrepreneurship. The course draws on the most relevant theories in business, entrepreneurship, internationalisation and small business management. We deal with issues such as the identification of international opportunities, entry strategy, aspects of the management of global entrepreneurial businesses, entrepreneurial contexts around the world, differences in entrepreneurial activity between countries and regions

Corporate Entrepreneurship:
The course explains different types and forms of corporate entrepreneurship, pre-conditions and benefits of corporate innovations, and the framing and types of new venturing within an existing organisation. The course also familiarises students with the lifecycles of corporate venturing (finding, funding, and then nurturing and ultimately monetising new businesses through exit or integration into the parent company's core business processes). The course will also help students reflect on their career opportunities as potential innovators within an existing organisation.

Social Entrepreneurship:
The course explains different types of social entrepreneurship. It focuses on identifying opportunities that
have social impact and could be turned into a viable socially-oriented business venturing; specificities of
social business models; establishing a venture to address social or environmental problems; analysis of the environment and context, as well as beneficiaries concerned. The course also teaches the business skills and frameworks to help entrepreneurs grow their social ventures and maximise their impact.

Design thinking for Entrepreneurs and Innovators:
Students start in the field, where they discover the target clients' needs. They then iterate ideas on teams to develop a range of promising possible solutions, create rough prototypes and test with real people in the target clients. Students will work on different challenges in the course, focusing on product design, service design, and business design. These three challenges will allow students to be able to refine their skills and understand the process before moving into more complex challenges around business and systems.

Advanced Ethical Leadership:
This course aims to provide students with knowledge about leadership to follow more effectively and ethically. They will learn new ideas about leadership, strengthen important leadership skills, and discover their hidden leadership potential. The latest developments in leadership theory and practices are presented to learn the value of good followership and its importance in the complicated interaction between leaders and followers. The students will learn how to enjoy the follower role at the beginning of their professional lives and contribute much more effectively if they understand the important role that good followers play in any leadership process.

Finance Fundamentals for Entrepreneurship:
The course covers the essentials of business finance and introduces professional financial language for entrepreneurs. It also gives an initial idea about entrepreneurial finance and potential exit strategies for entrepreneurs. The topics are related but not excluded to the key financial statement (the income statement, the balance sheet, movement in equity, the cashflow statement and reconciliation), ratio analysis, and different types of costs, basics of budgeting, and asset valuation.

Research methodology:
This course aims to introduce research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to define their research question and know the different steps to follow during their dissertation writing journey.

Power platform by Microsoft:
This certification can accelerate the progress and boost your career as you use your Microsoft Power Platform skills to improve your team's productivity. No experience is necessary to train for it, just a basic knowledge of computer technology, data analysis, cloud computing, and the Internet. It is the first step in developing your skills and progressing to other certifications, such as Microsoft Power Platform Functional Consultant.

Marketing for Entrepreneurs and Innovators:
The course includes basic theories of marketing and key marketing concepts, methods, and strategic issues relevant for start-ups and new ventures. It introduces market analysis and techniques to assess market opportunities and develop strategies for accessing new markets.

Product Management and Business Development:
This course focuses on developing new products, managing existing ones and further business expansion. The course starts with a new product development topic (from understanding a consumer need to ideation, product development and commercialisation). It continues with topics related to a product and portfolio of products management. The final part of the course is devoted to the business development frameworks focusing on why and how the organisation's business can be expanded beyond its existing boundaries (geographic or market).

Organisational Behaviour and Managing Human Resources:
The course is devoted to human resource management for start-ups and new ventures. It also covers particularities of organisational behaviour within an emerging and entrepreneurial organisation. The focus is on the crucial components of attracting, developing and retaining talent; and the specificities of managing a team at earlier and more mature business development stages.

Business Model Innovation:
The course aims to help students detect and transform a company's best opportunities into sustainable growth. The course brings know-how and pragmatic methods to develop innovative business models. Students will succeed at launching innovative business models and solutions centred on customers.

Legal issues in International Business:
This course will cover the main principles of international business law and deal with the legal aspects and issues that may result from doing business in a global environment. The objective of this course is to enable students to answer important questions regarding international business. On completion of this course, students will be able to: Analyse the main principles of international and understand their impact on international business; Apply private international law to critical issues such as the choice of applicable law to international contracts, intellectual property etc.

Research methods in Business & Strategy:
The course aims to present the main research methodologies and the research process in business and strategy. The diversity of models and research topics in business are presented. We focus on addressing a research question and choosing the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they address in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

Gamification for Impact:
The main objective of this course is to learn to gamify for facilitating behavioural change & speeding innovation adoption, understanding the gamification, the psychology of motivation, the gamification close-up and the gamification in action.

Future Ready:
This course is an immersion in the way students should methodologically Anticipate, prepare, and act on future opportunities to sustain innovation and growth. The course brings the necessary know-how and pragmatic methods and eases the adoption of methodologies and tools to plan the future. It is mainly based on the professional experience of the lecturer and provides real-life professional simulation. The success of the course depends on the interactivity of the students in the classroom.

The business of knowledge and entrepreneurship:
The main outcome of this course is a deep understanding of the complexity of moving from a scientific idea to a business idea and the main challenges ahead. Students will get input on different aspects of the interaction between knowledge and entrepreneurship: historical development, strategic and management issues, ethics, regulation and intellectual property rights challenges, and the public's perspective. Additionally, students will learn about the new strategies in some sectors highly affected by knowledge developments related to digital strategy and artificial intelligence or biotech solutions.

Negotiations in a Globalised Environment:
This course will focus on possible changes in how global environmental agreements are formulated and implemented, especially shifting from the current pollution control approach to combating climate change to a more comprehensive strategy for taking advantage of sustainable development opportunities.

Geopolitics in International Business:
The purpose of this course will be for students to understand the evolution of power(s) and how it is used in different contexts. In this exercise, the students should learn how to organise their ideas, take a position in a group, and improve their oral skills. Then students should be able to identify and analyse the nature of a

conflict. Also, they will be able to compare their conceptions with other students leading to some case studies. They will be allowed to defend a position and debate with other players.

Mind Shift: Purpose and Engagement in a Complex World:

In today's uncertain and complex world, disrupted by the economic and sanitary crisis, the way we work, live and interact is rapidly changing. In this new paradigm, many students are truly looking for (1) a rewarding career, (2) more purpose in their lives, and (3) above all to make a positive impact on society and the environment. Finding this right balance between Purpose, Planet and Profit can sometimes create confusion in the minds of some students. The course aims to allow yourself a short break to refocus on your own life choices (personal and professional) after a post-lockdown return, to open up to new realities, other ways of thinking and other perspectives, and take the first step as an actor of your destiny in harmony with society.

Active engagement: A business game:

This simulation-based course aims to replicate the dynamic nature of international strategic management, using an interactive, competitive business simulation to blend analysis and practice. Students' tasks are
related to a business strategy that might develop or introduce new and improved products and search for new markets. To sustain growth, students must improve productivity, manage human resources, and take
responsibility for finance and accounting issues. Through the simulation, students learn to appreciate the contribution of different functions in creating value for the customer and generating sustainable competitive
advantage. They experience the realism of making business decisions and developing their strategy formulation and implementation skills in an international context.

Track - International business

Teaching unit	Course title	Nb h	ECTS
TU1 Academic knowledge	Internationalization of the Firm	45	5
	International Human Resource Management	30	4
	International trade	30	4
	International Entrepreneurship	30	4
	Total TU1	**135**	**17**
TU2 Applied and scientific approach	Global Marketing Management	24	3
	Cross-cultural management	24	3
	International Finance	24	3
	Research methodology	15	2
	Power platform by Microsoft	15	2
	Total TU2	**102**	**13**
Semester 1		**237**	**30**
TU3 Special topics in business & strategy	Research methods in business & strategy	15	2
	Introduction to Big Data and Business Analytics	30	4
	International Project Management	30	4
	Legal Issues in International Business	24	3
	Influence of Politics on Economic Decision Making	24	3
	Culture Matters: The Culturoscope Approach (with certification)	24	3
	Elective - 1 course to choose among the list below:	15	2
	Gamification for impact		
	Future Ready		
	The business of knowledge and entrepreneurship		
	Negotiations in a Globalised Environment		
	Geopolitics in International Business		
	Mind Shift: Purpose and Engagement in a Complex World		
	Active engagement: A business game		
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	Professional period	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	Professional period	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Internationalisation of the Firm:
The purpose of this course is to provide students with knowledge and understanding of the international expansion and internationalisation processes of firms, and the different opportunities and challenges companies face during these processes. After participating in the course, the student will be able to define, explain and compare relevant concepts, perspectives, and theories within the field of foreign market entry and firms' continuous internationalisation processes.

International Human Resource Management:
This course is an introduction to international human resources in organisations. An introductory course aims to foster an awareness and understanding of behavioural phenomena occurring at the individual, interpersonal, group, and organisational levels. In the class, students will: gain an awareness of the opportunities and challenges of the international workplace, gain familiarity with theories and concepts relevant to understanding human element at work, develop an understanding regarding their application in managing day to day life in the organisation, and improve management-related skills, including reading business cases, writing, oral presentation, planning and organising tasks for groups, This knowledge and experience will be gained through a combination of in-class exercises, group work and project management tasks.

International trade:

This course introduces students to the theories of international trade, with a special emphasis on the role of firms. After introducing key empirical regularities and traditional theories of international trade, we move on to study the most recent work in international trade: trade from the point of view of individual firms.

International Entrepreneurship:

This course is designed to provide students with comprehensive training on the empirical and conceptual aspects of this field and their application in entrepreneurial internationalisation. The course focuses on the entrepreneurial internationalisation of new international companies or existing small and medium-sized enterprises and comparisons of entrepreneurship. The course is based on the most relevant business, entrepreneurship, internationalisation, and small business management theories. It addresses issues such as identifying international opportunities, entry strategy, managing global entrepreneurial ventures, entrepreneurial contexts around the world, and differences in entrepreneurial activity between countries and regions.

Global marketing management:

This course provides students with fundamental concepts, theories, and tools to conduct marketing activities in international contexts. Students will develop an understanding of international marketing concepts and theories, improving their ability to analyse and identify global marketing opportunities, select appropriate market entry strategies, and design integrated marketing mix strategies for particular market contexts. The concepts and models discussed will be illustrated with relevant examples and case studies. Students will also be expected to read, understand, and present/discuss international marketing research papers.

Cross-cultural management:

This course examines how national (and organisational) culture influences behaviour in an international context. Decision-making and managerial skills are affected by cultural differences, often in subtle ways. Three main issues are central to understanding the interactions between cultural differences and the workplace: When does culture significantly influence managerial behaviour? What other factors exert a strong influence in international environments? How do these different factors converge (or diverge) in international business strategy? This course aims to contribute to understanding beyond theoretical principles and provide opportunities for self and group reflection. The course will challenge students to identify, analyse, and discuss contemporary cross-cultural issues through various exercises and projects.

International Finance:

This course introduces international finance concepts and multinational financial management practices. The focus is on corporate finance for international companies, extending the fundamentals of financial management to a multinational sphere.

Research methodology:

This course introduces research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to be able to define their research question and to know the different steps to follow during their dissertation writing journey.

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Introduction to Big Data and Business Analytics:

This course sensitises participants on how companies can harness the potential of Big Data analytics to make more informed decisions, conduct various activities in radically different ways and create value and business growth. So, this course is for those new to data science and interested in understanding why the Big Data Era has come to be. It is for those who want to become conversant with the terminology and the core concepts behind big data problems, applications, and systems. It is for those who want to start thinking about how Big Data might be useful in their business or career. The first half of *the course focuses on Big Data concepts and how these methods are different from Business Intelligence, conventional Analysis, or mere Technology*. The second half of the course covers practical examples.

International Project Management:

The purpose of this course is to understand what a project is and the value of organising work in projects. The field of project management has its language and tools commonly used in Projects to Manage time,

cost, risk and quality in a Project. Project managers are expected to manage stakeholders, internal and external, and acquire knowledge and competencies to manage an industrial project more efficiently.

Legal Issues in International Business:
This course will cover the main principles of international business law and deal with the legal aspects and issues that may result from doing business in a global environment. The objective of this course is to enable students to answer important questions regarding international business. Upon completing this course, students will be able to analyse the main principles of internationalisation and understand their impact on international business. The objective is to understand how to apply private international law to critical issues such as the choice of applicable law to international contracts, intellectual property etc., and explain international legal issues orally and in writing.

Influence of Politics on Economic Decision Making:
This course objective is to give the student an overview of how political economy works and introduce the student to some key theories and analytical tools of the disciplines of economics and political science that can also be used to study other issues or other national political economies. It also considers the issues of collective decision-making voting procedures and the difficulties of achieving outcomes that express the voters' will.

Culture Matters: The Culturoscope Approach:
As the world continually experiences growing interconnections brought about by globalisation and new technologies, it becomes a universal "village" that drives the need for professionals who can deal quickly and efficiently with employees from different places worldwide. As students cross borders to do international business, they must be able to think, communicate, and behave "local" no matter where they are without losing their own cultural identity and values, because even in our era of globalisation, culture still matters today (the course will highlight the importance of why culture matters). Multicultural knowledge combined with a global mindset makes it possible to achieve workplace benefits that range from better understanding and improved communication to heightened mutual respect and increased open-mindedness, flexibility, and tolerance when managing international teams.

Research methods in Business & Strategy:
The course aims to present the main research methodologies and the research process in business and strategy. The diversity of models and research topics in business are presented. We focus on how we can address a research question and choose the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they are addressing in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

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Negotiations in a Globalised Environment:
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Geopolitics in International Business:

The purpose of this course will be for students to understand the evolution of power(s) and how it is used in different contexts. In this exercise, the students should learn how to organise their ideas, take a position in a group, and improve their oral skills. Then students should be able to identify and analyse the nature of a conflict. Also, they will be able to compare their own conceptions with other students leading to some case studies in which they will be given the opportunity to defend a position and debate with other players.

Mind Shift: Purpose and Engagement in a Complex World:

In today's uncertain and complex world, disrupted by the economic and sanitary crisis, the way we work, live and interact is rapidly changing. In this new paradigm, many students are truly looking for (1) a rewarding career, (2) more purpose in their lives, and (3) above all to make a positive impact on society and the environment. Finding this right balance between Purpose, Planet and Profit can sometimes create confusion in the minds of some students. The course aims to allow yourself a short break to refocus on your own life choices (personal and professional) after a post-lockdown return, to open up to new realities, other ways of thinking and other perspectives, and take the first step as an actor of your destiny in harmony with society.

Active engagement: A business game:

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Track - Digital transformation & business consulting

Teaching unit	Course title	Nb h	ECTS
TU1 Academic knowledge	Digital Change: work, organisations, and society	45	5
	Big Data and Analytics	30	4
	Organisational Analysis & Development for Business Consulting	30	4
	Innovation management	30	4
	Total TU1	**135**	**17**
TU2 Applied and scientific approach	Digital Marketing	24	3
	Digital Communication & Social Media	24	3
	Research methods for consulting	24	3
	Research methodology	15	2
	Power platform by Microsoft	15	2
	Total TU2	**102**	**13**
Semester 1		**237**	**30**
TU3 Special topics in business and strategy	Research methods in business & strategy	15	2
	Advanced organisational behaviour	30	4
	The Business of knowledge in the Digital Age	30	4
	Sustainability and Digital Transformation	24	3
	Sustainable Innovation Development	24	3
	ERP Systems	24	3
	Elective - 1 course to choose among the list below:	15	2
	Gamification for impact		
	Future Ready		
	The business of knowledge and entrepreneurship		
	Negotiations in a Globalised Environment		
	Geopolitics in International Business		
	Mind Shift: Purpose and Engagement in a Complex World		
	Active engagement: A business game		
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	Professional period	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	Professional period	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Digital Change: work, organisations and society:
This course will equip students with a critical understanding of the organisational aspects of digital change. To successfully accompany organisations towards new ways of working and interacting with customers, students will analyse change management's structural and cultural aspects and systematically apply these analytical lenses to case studies. Then, students will critically analyse digital issues such as algorithmic management control and decision-making or trust and technology. While we will discuss different technologies, the focus of the course is primarily on change management and organisational analysis. No prior knowledge is therefore required. The course aims to strengthen participants' abilities to use innovative digital technologies to design innovative and sustainable business models, management processes, services, products, and strategies. It allows students to see the interdisciplinary nature of digital change, analysing complex relationships between the different stakeholders in a company.

Big Data and Analytics:
«Big Data», «Data Science», «Artificial Intelligence», «Industry 4.0», «Business Intelligence», «Business Analytics». These are now ubiquitous terms in all sectors. Beyond a simple fashion trend, these underlying concepts are now key for many firms. Therefore, future leaders need to clearly understand what is at stake and how to increase their business value. The first objective of this course is to explore the « Data Science »

field and its related concepts so the students will get a strong general culture of the discipline. The second objective is to give the students a first taste of « Data Science » practically and technically. An initiation to R programming language will be given, which priority will be to develop the students' analytical skills. It will be applied to work with big and complex data. The aim of this course is not to turn students into « Data Scientists », but to ensure their ability to speak about Big Data with their own words, integrate its dimensions in their decision-making process, and be able to work and interact with « Data Analysts » or « Data Scientists ». After this class, those interested in this field will go deeper on their own and know which skills they need to develop further.

Organisational analysis & Development for Business Consulting:
This course is designed to overview the consulting profession, emphasising organisation consulting issues initially. Gain exposure to various processes and interventions involved in the management consulting arena and improve your ability to present analyses of issues and organisational problems in a concise, accurate, clear and interesting manner from the perspective of a consult.

Innovation Management:
The course intends to provide future professionals with the skills, methodologies, and tools to succeed in future corporate or entrepreneurship missions related to innovation. These skills become a value provider to any company or territory, as of day 1, by learning how to use them efficiently and how to deal with complex situations. The different types: The reasons to innovate., facilitating innovation: how best to make a company innovative, managing innovation: how to efficiently bring a concept or new idea to market; risk & Intellectual Property management; Agile methodology, and selling Innovation: how to ensure the fastest adoption of an innovation (buying behaviour, pricing...) The course will address: Understanding innovation: what is it?

Digital Marketing:
Marketing has had an exponential change with digital technologies. Nowadays companies are facing constant diffusions of social media channels since the customer has the possibility to relate to the new digital tools. That is why the marketing managers can have access to the results and thus be able to plan, implement and measure the impact of digital strategies. The general objective of this course is to provide students with a solid foundation in the key concepts and tools of the online world to conduct marketing activities in a digital environment successfully.

Digital Communication & Social Media:
This course examines the relationship between today's society and the computerised communication technologies known as "social media," including Facebook, Twitter, YouTube, LinkedIn, Instagram, and more. These technologies are often viewed with fear. This course aims to break the mythology of social media and develop analysis and critical understanding methods. To do so, we will draw on a wide range of social theories, including science and technology, communication theory, linguistics, cultural studies, and media anthropology, to critically assess the impact of social media on relationships.

Research methods for consulting: problem-solving and case-cracking:
The main objectives of this course are to allow students to understand the recruiting process at strategy and management consultancies and the central place of the case studies by anticipating the needs of recruiters in terms of skills and competencies. Also, students will be able to demonstrate their skills by cracking cases and making strong recommendations for business problems. Therefore, the course equips the students with strategy and management consulting methodologies. The course requires involvement and intensive practice by students.

Research methodology:
This course aims to introduce research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to define their research question and know the different steps to follow during their dissertation writing journey.

Power platform by Microsoft:
This certification can accelerate the progress and boost your career as you use your Microsoft Power Platform skills to improve your team's productivity. No experience is necessary to train for it, just a basic knowledge of computer technology, data analysis, cloud computing, and the Internet. It is the first step in developing your skills and progressing to other certifications, such as Microsoft Power Platform Functional Consultant.

Advanced organisational behaviour:
Significant, never-ending change is a given in today's workplace. Substantially less precise is how leaders and managers should cope with the challenges presented by a rapidly shifting landscape. However, cope they

must, for their stakeholders will demand the firm's stability. Unfortunately, the field of change management is littered with examples of change initiatives that have failed to meet the expectations of their sponsors. Although the reasons for failure can occasionally be attributed to poor strategies, insufficient financing, and other hard measures, research has shown that shortfalls can often be attributed to a failure to execute, resulting from not managing the soft side of leadership. Therefore, this course will equip students to successfully manage change in today's turbulent environment, with a specific focus on e-industries. The broad aim is to allow students to operate more effectively in the organisational systems they seek to influence.

The Business of Knowledge in the Digital Age:
Businesses are growing in the science and technology industries, just as the sciences and technologies we use in the workplace are changing. More and more, governments are calling for bigger and better products from laboratories to be made available to consumers. This course will look at some of the unique issues to management in science-based industries. We will overview science- and technology-based industries along with their latest state-of-the-art discoveries. Next, we will discuss the people who do science and management in these specific settings. Considering theories about knowledge creation, we will investigate different management styles and strategies that can be used to succeed in entrepreneurship and intrapreneurship. This will lead to discussions about innovation, the cultures or climates in organisations that support new ideas and products, and the intrapreneurial process. From entrepreneurial and management perspectives, we will consider Technology- and Science-based Business Development, Research & Development, Innovation Management, Structural and Cultural Transformations, Ethics, Regulations, and Various Business Models in long-term research. Finally, we will talk about the future of science and technology and future directions for management in these unique and dynamic industries.

*Sustainability and Digital Transformation***:**
This course aims to examine the extent to which successful companies benefit from digital transformation efforts and "better performance," resulting in a sustainable advantage. It aims to provide a compelling picture of these digital transformation efforts to help businesses become more sustainable. Students are asked to analyse digital transformation and sustainable development initiatives through real-life situations and understand the associated challenges and management information throughout the course. The course is based on discussions of real cases, the literature, and presentations by speakers. This help understand the complexity, benefits, and relationships between digital transformation and sustainability and understands the issues and complexities of practitioners.

Sustainable Innovation Development:
This course aims to better understand the strategic management of innovations in the context of sustainability. From an organisational point of view, innovation involves changes from previous approaches, which result in the improved effectiveness and efficiency of activities, leading to competitive advantages which can be maintained over the long term. However, in many circumstances, the positive effect of innovations (e.g., better infrastructure, greater transport safety, a greater variety of products and services offered, etc.) has had negative consequences, which several authors have called negative externalities. The course aims to develop students' strategic thinking to combine innovative solutions to current needs with a real and effective commitment to sustainability.

ERP systems:
This course examines the evolution of enterprise systems and the types of issues that managers will need to consider in implementing cross-functional integrated enterprise systems. We will examine the general nature of enterprise computing, re-engineering principles, and enterprise information architectures foundations. The course provides an overview of the planning and control systems used by manufacturing companies to manage their supply chains within a context of an ERP system.

Research methods in Business & Strategy:
The course aims to present the main research methodologies and the research process in business and strategy. The diversity of models and research topics in business are presented. We focus on how we can address a research question and choose the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they are addressing in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

Gamification for Impact:
The main objective of this course is to learn to gamify for facilitating behavioural change & speeding innovation adoption, understanding the gamification, the psychology of motivation, the gamification close-up and the gamification in action.

Future Ready:
This course is an immersion in the way students should methodologically Anticipate, prepare, and act on future opportunities to sustain innovation and growth. The course brings the necessary know-how and pragmatic methods and eases the adoption of methodologies and tools to plan the future. It is mainly based on the professional experience of the lecturer and provides real-life professional simulation. The success of the course depends on the interactivity of the students in the classroom.

The business of knowledge and entrepreneurship:
The main outcome of this course is a deep understanding of the complexity of moving from a scientific idea to a business idea and the main challenges ahead. Students will get input on different aspects of the interaction between knowledge and entrepreneurship: historical development, strategic and management issues, ethics, regulation and intellectual property rights challenges, and the public's perspective. Additionally, students will learn about the new strategies in some sectors highly affected by knowledge developments related to digital strategy and artificial intelligence or biotech solutions.

Negotiations in a Globalised Environment:
This course will focus on possible changes in how global environmental agreements are formulated and implemented, especially shifting from the current pollution control approach to combating climate change
to a more comprehensive strategy for taking advantage of sustainable development opportunities.

Geopolitics in International Business:
The purpose of this course will be for students to understand the evolution of power(s) and how it is used in different contexts. In this exercise, the students should learn how to organise their ideas, take a position in a group, and improve their oral skills. Then students should be able to identify and analyse the nature of a conflict. Also, they will be able to compare their conceptions with other students leading to some case studies. They will be allowed to defend a position and debate with other players.

Mind Shift: Purpose and Engagement in a Complex World:
In today's uncertain and complex world, disrupted by the economic and sanitary crisis, the way we work, live and interact is rapidly changing. In this new paradigm, many students are truly looking for (1) a rewarding career, (2) more purpose in their lives, and (3) above all to make a positive impact on society and the environment. Finding this right balance between Purpose, Planet and Profit can sometimes create confusion in the minds of some students. The course aims to allow

yourself a short break to refocus on your own life choices (personal and professional) after a post-lockdown return, to open up to new realities, other ways of thinking and other perspectives, and take the first step as an actor of your destiny in harmony with society.

Active engagement: A business game:
This simulation-based course aims to replicate the dynamic nature of international strategic management, using an interactive, competitive business simulation to blend analysis and practice. Students' tasks are related to a business strategy that might develop or introduce new and improved products and search for new markets. To sustain growth, students must improve productivity, manage human resources, and take responsibility for finance and accounting issues. Through the simulation, students learn to appreciate the contribution of different functions in creating value for the customer and generating sustainable competitive advantage. They experience the realism of making business decisions and developing their strategy formulation and implementation skills in an international context.

FINANCE

Track - Sustainable & inclusive finance

Teaching unit	Course title	Nb h	ECTS
TU1 Academic knowledge	Financial markets, banking and regulation	45	5
	Corporate finance	30	4
	Quantitative methods in finance	30	4
	ESG and Financial Analysis	30	4
	Total TU1	**135**	**17**
TU2 Applied and scientific approach	Financial Statement Analysis	24	3
	Economic environment for business	24	3
	Ethics, Responsible Development and Regulation	24	3
	Research methodology	15	2
	Powerplatform by Microsoft	15	2
	Total TU2	**102**	**13**
Semester 1		**237**	**30**
TU3 Special topics in finance	Research methods in Finance	15	2
	Sustainable portfolio management	30	4
	Compliance and preparation for CFA & AMF certificates	30	4
	European Institutions and Sustainability	24	3
	Cooperative Banking	24	3
	Green bonds	24	3
	Elective - 1 course to choose among the list below: Mergers and Acquisitions ERP of financial companies Compliance & Ethics Fraud detection Environmental accounting	15	2
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	Professional period	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	Professional period	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Financial markets, banking, and regulation:
This course analyses financial markets from a macroeconomic perspective (their use, function, and effects on the macroeconomic environment) and then study banks in more detail (both from a microeconomic and macroeconomic perspective). The analysis of banking operations includes banking risks and their management, banking stability, banking regulation and types, and the role of banks in central bank (monetary) policy.

Corporate Finance:
This course is intended for students with a special interest in finance, including those with limited pre-course knowledge of finance. The course focuses primarily on (i) the company's key financial statements and how to use the valuable information provided in these to analyse the financial performance of companies over time and relative to other companies, (ii) strategic financial decisions (investment, financing, and distribution), and (iii) business valuation.

Quantitative methods and decision Theory:
This course aims to provide basic and advanced knowledge of quantitative methods, essential for any financial manager. Although the course is ambitious in its coverage of technical topics, equal importance is

given to developing an intuitive understanding of the material, allowing effective and creative use of the skills acquired and laying the foundation for understanding specialised applications with confidence through self-study.

Economic environment for business:
This course aims to study consumers' and businesses' decisions and their interaction of these decisions in markets. Therefore, it plays an important role in understanding firms' behaviour, particularly how businesses operate.

Financial Statement Analysis:
The main focus of the course is the analysis of corporate financial statements and how to use the valuable information provided in them to analyse the financial performance of firms over time and in comparison to other firms. Participants will be provided with a framework for understanding and analysing financial statements: the ability to read, understand and use corporate financial statements. Also, to Critically evaluate information from financial statements that will be used to evaluate the firm. At the end of the course, students will master the concepts and techniques of financial analysis using different approaches and prepare a report that can be used by credit analysts, investment analysts, and other stakeholders. Conducting the analysis individually and in groups and a multicultural context is usually the case in real life.

ESG and Financial analysis:
This course aims to present the rising importance of Environmental, Social and Governance (ESG) criteria in selecting firms by portfolio managers. Also, the ESG performance of firms is becoming an important issue for firms with the new regulation and the changing structure of financial markets. The aim is to explain the dynamics of these markets and the important players. The course is based on an analysis conducted on Bloomberg for socially responsible funds. These applications allow us to practice what is being done in the SRI market in global financial markets.

Ethics, Responsible Development and Regulation:
This course explores ideas and concepts in moral philosophy and corporate sustainability as they were and continue to be, presented, refined, and contested in academia and put into practice in the business world with all the criticism and cynicism that comes with it. The challenges posed by ethical dilemmas in real-life situations will be summarised through stories and case studies.

Research methodology:
This course introduces research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to define their research question and know the different steps to follow during their dissertation writing journey.

Power platform by Microsoft:
This certification can accelerate the progress and boost your career as you use your Microsoft Power Platform skills to improve your team's productivity. No experience is necessary to train for it, just a basic knowledge of computer technology, data analysis, cloud computing, and the internet. It is the first step in developing your skills and progressing to other certifications, such as Microsoft Power Platform Functional Consultant.

Sustainable Portfolio management:
The course objective is to understand the theory and the main optimisation techniques portfolio managers use. The course will review the fundamentals (Markowitz efficient frontier, CAPM, etc.) and its application on equity portfolios and fixed income assets. The course will also cover the main trends (cryptos, passive indexing, ESG) and roles (risk manager, performance analyst, …) of the asset management industry. The student will apply the theory on excel examples and then a group portfolio construction exercise.

Compliance and preparation for CFA & AMF certificates:
The main objective of this course is to prepare students to sit for the certification exams of CFA-ESG and AMF. The content of the course complements the content of the program to make sure that students are prepared to take the certification exam. During the different sessions, students solve different questions from former certificate exams with the professor.

European Institutions and Sustainability:
Sustainability is a core principle of the treaty on the European Union and a priority objective of the Union's internal and external policies. It is a commitment to eradicate poverty and achieve a sustainable world by 2030 and beyond, with human well-being and a healthy planet at its core. The United Nations 2030 Agenda

includes 17 Sustainable Development Goals (SDGs) intended to apply universally to all countries. This course presents these goals, how they may be achieved, and the potential consequences on the business environment and society.

Cooperative Banking:
This course explains the business model of social and cooperative banking institutions and the notion of responsible investment of microfinance institutions. At the end of this course, students will understand the responsible financial investment of financial institutions.

Green bonds:
This course presents the main issues related to green bonds. The market of green bonds is presented, and the dynamics of this market are presented. The classification of green bonds and the main measures of performances and risks for these bonds are discussed. Finally, students will have a broader idea about social bonds.

Research methodology in finance:
The course aims to present the main research methodologies in finance and the research process in finance. The diversity of models and research topics in finance are presented. We focus on addressing a research question and choosing the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they address in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

Mergers & Acquisitions:
This course aims to develop theoretical and analytical skills to develop a comprehensive understanding of mergers and acquisitions (M&A). We will cover the major elements of the process, including corporate strategy, valuation, financing, and transaction structure. It will also use cases and real-world applications to develop the skills necessary to prepare and evaluate the rationale for a proposed transaction.

ERP of financial companies:
This course aims to present the different ERP systems used by financial institutions and the main issues with their implementation. The course focuses on the need for financial institutions to adopt the basic ERP to their activities and integrate in-house software and application in the ERP to collect precious information about specific transactions. In the end, the students will understand the main developments in the ERP systems of financial institutions.

Compliance and Ethics:
This course exposes students to complex interactions between compliance issues and ethics. This will allow them to cope with various ethical dilemmas and compliance risks from academic and practical perspectives. From the point of view of risk management, this will allow them to obey the law, reduce the risk of fraud, other law-breaking, and misconduct, and mitigate their firms' legal liability and reputation risk. Compliance risks and ethical dilemmas are common within professional life. If not or poorly assessed and managed, they may have disastrous consequences for the organisation and the individuals.

Fraud Detection:
This course addresses fraud control using statistical methods on data. Through supervised learning algorithms, students learn to detect fraudulent behaviour similar to previous ones and unsupervised learning methods to discover new types of fraudulent activity. In fraud analysis, fraud must be properly classified from non-fraud. This course covers some techniques for doing so. The course provides a mix of technical, regulatory, and theoretical information on practically implementing fraud detection models.

Environmental accounting:
Environmental accounting is an emerging field of accounting that provides a framework for developing corporate environmental and social performance measures, assessing their reliability, reporting to external stakeholders, and assisting managers in strategic and operational decisions. This course overviews the existing multidisciplinary knowledge in corporate sustainability accounting by focusing on environmental accounting.

Track - Fintech & digital finance

Teaching unit	Course title	Nb h	ECTS
TU1 Academic knowledge	Quantitative methods and decision Theory	45	5
	Corporate finance	30	4
	Blockchain technology in finance	30	4
	Big data and business analytics	30	4
	Total TU1	**135**	**17**
TU2 Applied and scientific approach	Introduction to cryptocurrencies	24	3
	Fintech solutions and digital finance	24	3
	Economic environment for Business	24	3
	Research methodology	15	2
	Powerplatform by Microsoft	15	2
	Total TU2	**102**	**13**
Semester 1		**237**	**30**
TU3 Special topics in Finance	Research methods in finance	15	2
	Entrepreneurial Finance	30	4
	FinTech Compliance Regulations and Forensics	30	4
	Disruptive models Fintech & Assurtech	24	3
	Banking in the era of Fin Tech	24	3
	Cryptocurrencies portfolio management	24	3
	Elective - 1 course to choose among the list below: Mergers and Acquisitions ERP of financial companies Compliance & Ethics Fraud detection Environmental accounting	15	2
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	Professional period	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	Professional period	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Quantitative methods and decision Theory:
This course aims to provide basic and advanced knowledge of quantitative methods, essential for any financial manager. Although the course is ambitious in its coverage of technical topics, equal importance is given to developing an intuitive understanding of the material, allowing effective and creative use of the skills acquired and laying the foundation for understanding specialised applications with confidence through self-study.

Corporate Finance:
This course is intended for students with a special interest in finance, including those with limited pre-course knowledge of finance. The course focuses primarily on (i) the company's key financial statements and how to use the valuable information provided in these to analyse the financial performance of companies over time and relative to other companies, (ii) strategic financial decisions (investment, financing, and distribution), and (iii) business valuation.

Blockchain Technology in Finance:
This course aims at presenting and discussing the disruptive effect of blockchain technology on financial institutions. After presenting the different dimensions of blockchain technology and distinguishing private/public versus Software/platform, students will learn the different ways of applying such technologies in financial markets, financial institutions, and central banks. This will be done by including different kinds of

tokens (crypto, security, utility, NSF, etc.) and presenting the ways of issuing/implementing these products. Finally, the regulation of the use of these products is discussed with a focus on the differences between North America, Europe, and Asia.

Fintech solutions and digital finance:
This course allows students to explore ways Fintech disrupts the financial services industry by inducing changes in business models, products and payment systems, and the user interface, emphasising the link between financial technology and inclusion. After defining the concept of Fintech, several related issues are presented and discussed through case studies, videos and lectures.

Big data and business analytics:
With the advent of massive digitalisation and integration of business processes, a huge amount of data is generated across the applications. Managing and processing data is increasingly becoming difficult with conventional techniques and tools. Big data analytics is a domain that deals with the Analysis of huge and heterogeneous data. This course sensitises participants on how companies can harness the potential of Big Data analytics to make more informed decisions, conduct various activities in radically different ways and create value and business growth. So, this course is for those new to data science and interested in understanding why the Big Data Era has come to be. It is for those who want to become conversant with the terminology and the core concepts behind big data problems, applications, and systems. It is for those who want to start thinking about how Big Data might be useful in their business or career. The first half of the course focuses on Big Data concepts and how these methods are different from Business Intelligence, conventional Analysis, or mere Technology. The second half of the course covers practical examples.

Introduction to Cryptocurrencies:
This course introduces cryptocurrencies with a focus on the two most well-known cryptocurrencies. By the end of this course, students will understand the dynamics of cryptocurrency markets and the impact of these currencies on the new economy.

Economic Environment for Business:
This course aims to study consumers' and businesses' decisions and their interaction in markets. Therefore, it plays an important role in understanding firms' behaviour, particularly how businesses operate.

Research methodology:
This course introduces research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to define their research question and know the different steps to follow during their dissertation writing journey.

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Entrepreneurial Finance:
This course aims to equip students with an in-depth knowledge of the behaviour of startups and SMEs and their financial issues. Every financial manager should be aware of this because SMEs are important players. At the end of the course, students must master the key concepts. The course sessions will be used mainly to explain them and discuss their implications for businesses. The financing problems of startups and SMEs are not based on financing but the entire strategic dimension of companies. For example, startups can not only convince investors by simply using financial figures. The course will allow students to connect financial problems and strategic issues.

FinTech compliance, regulations and forensics:
The course presents the different issues related to Fintech Compliance from a regulatory point of view. The objective of the course is to help students understand RegTech and become more confident and persuasive in their ability to analyse and make recommendations to executives within the finance industry. The second part of the course is dedicated to the explain the mechanisms implemented to control the way participants apply the regulatory rules and how potential misfunctioning is detected

Disruptive models Fintech & Assurtech:
This course presents the latest advances in the world of Fintech. The speakers will discuss the latest technological trends in real estate investment, online payments, and banking.

Banking in the era of FinTech:

In recent years, technological advances have led to new players in the financial industry market called FinTech companies. Banks are equally likely to consider Fintech companies as technology partners or competitors. The FinTech industry's growth may have implications for banks and the economy. On the one hand, FinTech companies can enhance competition and financial inclusion. On the other hand, they can influence market stability. This poses various challenges for regulators. The objective of this module is to provide an overview of the role played by FinTech companies in key market segments that were until recently served by banks, describe banking regulations and recent regulatory initiatives of FinTech companies, and discuss the responses of traditional banking institutions.

Cryptocurrencies portfolio management:

Portfolio management is the decision-making process of allocating funds into different financial securities. Cryptocurrencies are alternative investment products with some specific characteristics. This course presents the way to deal with cryptocurrencies as investment tools. With this course, students will be able to understand the dynamics of these markets and the impact of including such financial tools on the performances of a portfolio (both return and risk). The course is simulation-based since students need to manage a cryptocurrency portfolio by considering true market conditions.

Research methods in finance:

The course aims to present the main research methodologies in finance and the research process in finance. The diversity of models and research topics in finance are presented. We focus on addressing a research question and choosing the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they address in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

Mergers & Acquisitions:

This course aims to develop theoretical and analytical skills to develop a comprehensive understanding of mergers and acquisitions (M&A). We will cover the major elements of the process, including corporate strategy, valuation, financing, and transaction structure. It will also use cases and real-world applications to develop the skills necessary to prepare and evaluate the rationale for a proposed transaction.

Compliance and Ethics:

This course exposes students to complex interactions between compliance issues and ethics. This will allow them to cope with various ethical dilemmas and compliance risks from academic and practical perspectives. From the point of view of risk management, this will allow them to obey the law, reduce the risk of fraud, other law-breaking, and misconduct, and mitigate their firms' legal liability and reputation risk. Compliance risks and ethical dilemmas are common within professional life. If not or poorly assessed and managed, they may have disastrous consequences for the organisation and the individuals.

ERP of financial companies:

This course aims to present the different ERP systems used by financial institutions and the main issues with their implementation. The course focuses on the need for financial institutions to adopt the basic ERP to their activities and integrate in-house software and application in the ERP to collect precious information about specific transactions. In the end, the students will understand the main developments in the ERP systems of financial institutions.

Fraud Detection:

This course addresses fraud control using statistical methods on data. Through supervised learning algorithms, students learn to detect fraudulent behaviour similar to previous ones and unsupervised learning methods to discover new types of fraudulent activity. In fraud analysis, fraud must be properly classified from non-fraud. This course covers some techniques for doing so. The course provides a mix of technical, regulatory, and theoretical information on practically implementing fraud detection models.

Environmental accounting:

Environmental accounting is an emerging field of accounting that provides a framework for developing corporate environmental and social performance measures, assessing their reliability, reporting to external stakeholders, and assisting managers in strategic and operational decisions. This course overviews the existing multidisciplinary knowledge in corporate sustainability accounting by focusing on environmental accounting.

Track - Global finance

Teaching unit	Course title	Nb h	ECTS
TU1 Academic Knowlege	Financial markets, banking and regulation	45	5
	Corporate finance	30	4
	Foundations of risk management	30	4
	Big data and business analytics	30	4
	Total TU1	**135**	**17**
TU2 applied and scientific approach	Economic environment for business	24	3
	Financial Statement Analysis	24	3
	Financial Markets products	24	3
	Research methodology	15	2
	Powerplatform by Microsoft	15	2
	Total TU2	**102**	**13**
Semester 1		**237**	**30**
TU3 Special topics in Finance	Research methods in finance	15	2
	Financial Modelling	30	4
	Finance simulation	30	4
	Machine learning in finance	24	3
	Neuroscience and finance	24	3
	Valuation and risk models	24	3
	Elective - 1 course to choose among the list below: Mergers and Acquisitions ERP of financial companies Compliance & Ethics Fraud detection Environmental accounting	15	2
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	*Professional period*	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	*Professional period*	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Financial markets, banking, and regulation:
This course analyses financial markets from a macroeconomic perspective (their use, function, and effects on the macroeconomic environment) and then study banks in more detail (both from a microeconomic and macroeconomic perspective). The analysis of banking operations includes banking risks and their management, banking stability, banking regulation and types, and the role of banks in central bank (monetary) policy.

Corporate Finance:
This course is intended for students with a special interest in finance, including those with limited pre-course knowledge of finance. The course focuses primarily on (i) the company's key financial statements and how to use the valuable information provided in these to analyse the financial performance of companies over time and relative to other companies, (ii) strategic financial decisions (investment, financing, and distribution), and (iii) business valuation.

Foundation of risk management:
Risk management is a complex process of identifying, quantifying, and managing various levels of exposure. This course is designed to ensure that students understand and apply key risk management techniques. We begin with a review of the risks a company may face and how those risks are assessed and measured. The course then moves on to study hedging techniques using derivatives. The second part of the course is devoted to the fundamentals of asset pricing theory and focuses on using these models to manage risk for asset managers.

Economic Environment for Business:
This course aims to study consumers' and businesses' decisions and their interaction in markets. Therefore, it plays an important role in understanding firms' behaviour, particularly how businesses operate.

Big data and Business Analytics:
This course sensitises participants on how companies can harness the potential of Big Data analytics to make more informed decisions, conduct various activities in radically different ways and create value and business growth. So, this course is for those new to data science and interested in understanding why the Big Data Era has come to be. It is for those who want to become conversant with the terminology and the core concepts behind big data problems, applications, and systems. It is for those who want to start thinking about how Big Data might be useful in their business or career. The first half of the course focuses on Big Data concepts and how these methods are different from Business Intelligence, conventional Analysis, or mere Technology. The second half of the course covers practical examples.

Financial Statement Analysis:
The main focus of the course is the analysis of corporate financial statements and how to use the valuable information provided in them to analyse the financial performance of firms over time and in comparison to other firms. Participants will be provided with a framework for understanding and analysing financial statements: the ability to read, understand and use corporate financial statements. Also, to Critically evaluate information from financial statements that will be used to evaluate the firm. At the end of the course, students will master the concepts and techniques of financial analysis using different approaches and prepare a report that can be used by credit analysts, investment analysts, and other stakeholders. Conducting the analysis individually and in groups and a multicultural context is usually the case in real life.

Financial Markets products:
The main objective of this course is to present the different financial products and the organisations of their markets around the world. At the end of this course, students are expected to know the dynamics of several financial products and how they may be optimally used to achieve some specific objectives. Also, we evaluate the usefulness of some financial products and choose and justify the use of those allowing the achievement of a particular goal.

Research methodology:
This course aims to introduce research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to be able to define their research question and to know the different steps to follow during their dissertation writing journey.

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Finance Simulation:
This course is based on a mission to manage a client's portfolio. Students follow the process of managing a portfolio: goal setting, strategy setting, execution, and performance evaluation. This course aims to enable students to acquire a solid understanding of how financial markets work in practice. Concepts seen in other courses in Finance are put into practice, emphasising how they can be used in the market. The strategic aspects of trading and the interactions between traders on the financial markets are also covered. The training is based on a portfolio management simulation carried out by students in groups. Each group uses an Internet trading platform that provides international financial markets. During this simulation, students are invited to integrate different techniques and strategies covered in class.

Financial Modelling:
The course focuses primarily on standard financial models in corporate finance, financial statement simulation and options. In each case, clear and concise explanations are provided for implementing the models using Excel. Very little theory is offered except where necessary to understand the numerical implementations.

Machine learning in finance:
The course aims to help students to be able to solve practical ML-amenable problems that they may encounter in real life. This includes understanding where the problem one faces lands on a general landscape

of available ML methods, understanding which ML approaches would be most appropriate for resolving the problem, and the ability to successfully implement a solution and assess its performance.

Neuroscience and finance:
Following a discussion on honesty in finance and the psychology of inequality, we will try to discover true human nature to eventually answer the big overarching question: what is the value (to the human brain)? Taking the perspective of neuroscience and psychology, we will uncover how money can motivate behaviour, how financial decisions are processed in the brain, and understand why and how the brain tends to fall prey to biases in monetary decision making. Standard models in economics and finance usually assume that people are rational, self-interested maximisers, effectively coordinated via the invisible hand of the price mechanism. Whilst these approaches produce tractable, simple models, they cannot fully capture the uncertainties and instabilities that affect everyday choices in today's complex world. Insights from the other social and behavioural sciences can help to fill the gap, and behavioural economics is the subject that brings economics and finance together with psychology, neuroscience, and sociology.

Valuation and risk models:
The course presents the main valuation models of financial assets and their interaction with risk management techniques. It will help students understand the theoretical foundations of modern financial economics and risk management models. The goal is to provide a solid understanding of the basic principles of risk management for non-standard financial securities and the ways financial institutions manage their risks. A particular focus will be on the latest techniques used by financial institutions to manage risks related to recent regulatory constraints.

Research methods in finance:
The course aims to present the main research methodologies in finance and the research process in finance. The diversity of models and research topics in finance are presented. We focus on how we can address a research question and choose the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they are addressing in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

Mergers & Acquisitions:
This course aims to develop theoretical and analytical skills to develop a comprehensive understanding of mergers and acquisitions (M&A). We will cover the major elements of the process, including corporate strategy, valuation, financing, and transaction structure. It will also use cases and real-world applications to develop the skills necessary to prepare and evaluate the rationale for a proposed transaction.

ERP of financial companies:
This course aims to present the different ERP systems used by financial institutions and the main issues with their implementation. The course focuses on the need for financial institutions to adopt the basic ERP to their activities and integrate in-house software and application in the ERP to collect precious information about specific transactions. In the end, the students will understand the main developments in the ERP systems of financial institutions.

Compliance and Ethics:
This course exposes students to complex interactions between compliance issues and ethics. This will allow them to cope with various ethical dilemmas and compliance risks, from both an academic and practical perspective. From the point of view of risk management, this will allow them to be able to obey the law, reduce the risk of fraud, other law-breaking, and misconduct, and mitigate their firms' legal liability and reputation risk. Compliance risks and ethical dilemmas are common within professional life. If not or poorly assessed and managed, they may have disastrous consequences for the organisation and for the individuals.

Fraud Detection:
This course addresses fraud control using statistical methods on data. Through supervised learning algorithms, students learn to detect fraudulent behaviour similar to previous ones and unsupervised learning methods to discover new types of fraudulent activity. In fraud analysis, fraud must be properly classified from non-fraud. This course covers some techniques for doing so. The course provides a mix of technical, regulatory, and theoretical information on practically implementing fraud detection models.

Environmental accounting:
Environmental accounting is an emerging field of accounting that provides a framework for developing corporate environmental and social performance measures, assessing their reliability, reporting to external stakeholders, and assisting managers in strategic and operational decisions. This course overviews the existing multidisciplinary knowledge in corporate sustainability accounting by focusing on environmental accounting.

MARKETING

Track - Luxury marketing in a sustainable world

Teaching unit	Course title		Nb h	ECTS
TU1 Academic knowledge	French Excellence & Savoir Faire		45	5
	Luxury brand management		30	4
	Customer Experience Management (CEM/CXM) and Omnichannel Strategy		30	4
	Hospitality & Tourism: actors, markets, and business models		30	4
	Total TU1		**135**	**17**
TU2 applied and scientific approach	Business Ethics & Sustainability		24	3
	Design thinking		24	3
	Data Analytics for marketing		24	3
	Research methodology		15	2
	Power platform by Microsoft		15	2
	Total TU2		**102**	**13**
Semester 1			237	30
TU3 Special topics in Marketing	Research methods in marketing		15	2
	Pricing and value creation		30	4
	Inside the luxury industry		30	4
	Graphic Design & Brand Communication		24	3
	Digital and social media marketing		24	3
	Luxury retail management		24	3
	Elective - 1 course to choose among the list below:		15	2
	Advanced digital metrics			
	Digital marketing law			
	Luxury Attitude (certificate)			
	CRM and big data			
	Sustainability in the Tourism Industry			
	Total TU3		**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)		Professional period	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report		Professional period	4
	Total TU4			**9**
Semester 2			162	30
Academic year			**399**	**60**

French Excellence & Savoir Faire:
The main objective of this course is to introduce the areas of excellence where the French style excels. This course proposes a study of the characteristics of the wine, champagne, leather goods, jewellery, perfume, and luxury industry markets. The course aims to introduce them to the difference between the classic business model and the model of excellence.

Luxury brand management:
The objective of this course is to clarify the different elements that contribute to the success of this sector and the implications that can be extended to other sectors to improve their functioning by implementing a luxury strategy (example: Apple). If the term luxury is used everywhere and all the time and concepts keep appearing always to differentiate its luxury, nobody seems to be able to define this sector clearly. Some speak of "hyper luxury", "mass stem", "trading up", "ultra-premium", "opuluxe", leading to a term that no one can find in a precise definition. Luxury is not only a product, know-how; it is a different and global way of understanding the customers, managing the brand, and the company that makes it successful.

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Customer Experience Management (CEM/CXM) and Omnichannel strategy:
This course is designed to develop fundamental theoretical knowledge of an expanded paradigm of value creation, practical skills and competencies needed for effective and efficient customer experience management and an organisation and management of value co-creation processes. In addition to developing familiarity with the major forms of omnichannel organisational structures and the benefits and challenges of adopting each omnichannel approach.

Hospitality and Tourism: actors, markets and Business Models:
This course will introduce students to the world's largest industries, from destination planning hotel and restaurant management to sports, entertainment and event planning. This course contains a study of the world's geography, economy, and cultures. We live in one of the most beautiful regions of the country. Tourism and travel are thriving industries with a multitude of employment opportunities. This program will provide students with a curriculum focused on the industries related to tourism, travel and hospitality. Students learn the industry's history explore traveller motivation and consumer needs, the economic and environmental impacts of the industry, domestic and international travel, and sales in tourism.

Business Ethics & Sustainability:
This course examines the extent to which a company can succeed, incorporate, or use moral principles, standards, governance mechanisms, and ethical rules to govern the business, ensuring legitimacy, sustainability, and stakeholder performance. This course aims to equip managers or practitioners with better ethical business principles and practices (for operations, finance, marketing, and human resources) to achieve corporate sustainability and performance. Participants are expected to analyse ethical business practices and initiatives through real-world situations and understand the associated challenges and managerial perspectives during the course.

Design Thinking:
The course is particularly focused on developing students' innovative and entrepreneurial spirit. Students will be able to identify and present the introduction of new products and services. In particular, students will be able to understand and demonstrate their knowledge of innovative solutions and implement them as part of the learning process. Students will be able to evaluate the positive and negative impacts of different proposals. They will devise a creative or novel solution taking into account the maximum number of positive impacts while reducing the negative impacts. Participants will be evaluated through the feedback system. Conceptual thinking contributes to the students' entrepreneurial spirit by planning collective phases to conduct the design thinking challenge. The main objective is to develop and improve an entrepreneurial project. Students will be able to unite their efforts towards a common goal to find relevant solutions that positively impact a specific business/social problem. This goal will be assessed with the application of the design thinking process for their challenge.

Data analytics for Marketing:
"The world's most precious resource is no longer oil, but data" (The Economist, 2017). Therefore, managers, marketing practitioners, and entrepreneurs need to understand various statistical techniques, analyse data, and interpret research results. This course is designed to serve as an introduction to statistical data analysis. You will learn how to approach marketing decisions scientifically, collect data correctly, and analyse data correctly. This course is designed for marketing, communication, branding, strategy, data analysis, entrepreneurship, and business administration students.

Research methodology:
This course aims to introduce research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to define their research question and know the different steps to follow during their dissertation writing journey.

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Pricing and customer value:
"The price is what you pay. Value is what you get" (Warren Buffet). While we all agree that profitability is an important objective, most companies focus on cost containment. In doing so, we tend to underestimate an extremely powerful lever: price optimisation. In a context where companies face an increasingly aggressive and complex market with new business models, low-cost competitors, greater price visibility, greater cost

pressure, and higher profitability targets, price management is the most effective way to optimise and maximise your profits. Without loss of volume, the price increase of 1% increases the operating profit by about 8%, almost three times more than an increase in the quantities sold. It's the power of pricing. Analyse how companies try to capture value, as well as profits, in the revenues they earn. This course emphasises price dynamics and reaction to competitors and competitors, adopting a very pragmatic approach and directly applicable to your daily work life. Learn and practice concepts, techniques and the latest evaluation and pricing strategies.

Inside the Luxury Industry:
This course is an immersion in the luxury industry. It covers the different subsectors in the luxury industry and explains the way firms are managed. The course is not only about marketing but about the operational and strategic positioning of these firms. The course will be based on the participation of different professionals in the luxury sector to describe the functioning of their firms. If the conditions allow for it, the course will include a field trip to a luxury firm, allowing us to see how a particular firm manages the whole production process and commercialisation of its products.

Graphic and Web Design & Brand Communication:
This course aims to develop knowledge in Graphic Design and learn how to use the professional software suite Adobe Illustrator to create visual brand identities. After completing this course, students will master the fundamentals of graphic design as a brand communication tool. In addition, they will be able to create a logo and brand guide using Illustrator software. This course also aims to develop the students' ability to analyse a graphic design and appreciate its aesthetic and communicative qualities through graphic design.

Digital and Social Media Marketing:
This course examines the relationship between today's society and the computerised communication technologies known as "social media," including Facebook, Twitter, YouTube, LinkedIn, Instagram, and more. These technologies are often viewed with fear. This course aims to break down the mythology of social media and develop methods of analysis and critical understanding.

Luxury retail Management:
This course aims to focus on the specific issues related to the management of luxury companies, in particular for the retail side. This allows the students to master the luxury codes and emphasise that luxury marketing is different from the "classic" marketing used for the mass market. We will focus on the do's and don'ts, the different perceptions, the influence of cultures, the different types of clients, and we will analyse how brands should communicate using various tools (celebrities, products placement, events, digital) to share their values and educate their clients on their brand's codes.

Research methods in Marketing:
The course aims to present the main research methodologies and the research process in marketing. The diversity of models and research topics in marketing are presented. We focus on addressing a research question and choosing the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they address in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

Advanced digital metrics:
This course aims to create an effective, adaptable digital strategy for business, validate digital media skills as a marketing professional, learn new, resilient strategies for diverse media landscapes, move into the digital marketing space from an adjacent field and gain formal skills.

Digital marketing law:
There are various emerging approaches firms can take to woo potential customers and engage and interest them. However, the freedom to explore what approaches and messages best connect with the client base is limited by laws and regulations to protect consumers. Beaching these laws and regulations might have costly financial consequences and detrimental reputational effects. In this age of instantaneous online social shaming, businesses can find it challenging to survive that kind of error. This course presented the main laws and regulations guiding the digital marketing behaviour of companies. We will focus on the differences between important jurisdictions.

Aviation: Understanding the challenges of the aviation industry:
The overall objective of this course is to provide students with the fundamental concepts and tools required to understand the aviation industry. Furthermore, we aim to explain the different perspectives and challenges the different players face in the aviation industry (airlines, airports, CAA, aircraft manufacturers,

retailers, etc.). In addition to the traditional courses, an educational excursion will be organised in Paris to discover how airlines and airports work daily.

Luxury Attitude :
The objective of this course is to prepare students to master different concepts related to the luxury business. The course is designed for various professional bodies, ranging from employee to managerial positions where the establishment of high customer service is mandatory; whatever the level of the relationship, whatever the sector of activity, by integrating in the customer relations, a certain level of excellence enabling to exceed mere customer satisfaction, and therefore going beyond customer expectations and consequently encouraging customer loyalty. At the end of the course, students will receive the certificate Luxury Attitude.

CRM and Big Data:
The main objectives of this course are to present the new big data technologies and their advantages for CRM projects. We will focus on their use for CRM analysis and Business Intelligence studies. This course will introduce the historical evolution (and revolution) of websites and database systems since 1990. We will describe the components of Big Data and their specific contributions to CRM analysis. The course also presents the business analysis methods for big data. We will build graphs, predictive models, and visual analyses using a large database of an international case study. We will interpret the results and give a marketing analysis.

Sustainability in the Tourism Industry:
The main objective of this course is to present the importance of sustainability in tourism. This dimension is becoming increasingly important for companies in the tourism sector as the clientele becomes increasingly demanding concerning this issue. This course presents the strategies of how tourism companies integrate the sustainability issue.

Track – Digital marketing & omnichannel strategy

Teaching unit	Course title	Nb h	ECTS
TU1 Academic knowledge	Digital Marketing Strategy	45	5
	Consumer psychology & behaviour in digital era	30	4
	Digital communication	30	4
	Customer Experience Management (CEM/CXM) and Omnichannel strategy	30	4
	Total TU1	**135**	**17**
UE2 applied and scientific approach	Marketing design for augmented & virtual reality	24	3
	Community management and social media strategy & optimisation (SMO)	24	3
	Online Marketing Research Methods	24	3
	Research methodology	15	2
	Power platform by Microsoft	15	2
	Total TU2	**102**	**13**
Semestre 1		**237**	**30**
TU3 Special topics in Marketing	Research methods in marketing	15	2
	Pricing and customer value	30	4
	Mobile strategy	30	4
	Introduction of digital metrics	24	3
	Graphic and web design & branding communication	24	3
	Gamification in marketing	24	3
	Elective - 1 course to choose among the list below: Advanced digital metrics Digital marketing law Luxury Attitude (certificate) CRM and big data Sustainability in the Tourism Industry	15	2
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	*Professional period*	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	*Professional period*	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Digital Marketing Strategy:
The course examines digital marketing strategy, implementation, and execution considerations for BtoB and BtoC brands and provides a detailed understanding of all digital channels and platforms. Students will complete the course with a comprehensive knowledge of and experience developing an integrated digital marketing strategy, from formulation to implementation.

Consumer psychology & behaviour in the digital era:
The main objective of this course is to make students aware of the significant impact of psychological and behavioural aspects on purchasing behaviour and the consumer decision-making process. Upon completion of this course, students will be able to: Understand the psychological underpinnings of consumer behaviour; Apply the mechanisms of influence most likely to cause consumers to change their attitudes, beliefs, and most importantly, their actions; Analyse how products and marketing messages appeal to our senses;

Understand how consumers learn about products and services. General learning objectives and specific skills will also be expected within this course.

Digital communication:
This course aims to break the mythology of social media and develop analysis and critical understanding methods. To do so, we will draw on a wide range of social theories, including science and technology, communication theory, linguistics, cultural studies, and media anthropology, to critically assess the impact of social media on relationships.

Customer Experience Management (CEM/CXM) and Omnichannel strategy:
This course is designed to develop fundamental theoretical knowledge of an expanded paradigm of value creation, practical skills and competencies needed for effective and efficient customer experience management and an organisation and management of value co-creation processes. The course allows students to familiarise themselves with the major forms of omnichannel organisational structures, including the benefits and challenges of adopting each omnichannel approach.

Marketing design for augmented and virtual reality:
This course covers the technical and experiential design foundation required to implement immersive environments in current and future virtual, augmented, and mixed reality platforms. Students will learn all about virtual reality (VR) and the variety of virtual worlds you can experience using this technology. At the end of the course, students will include augmented and virtual reality in a global marketing strategy.

Community management and social media strategy & optimisation (SMO):
The main goal is to obtain a clear perspective on social media as a community manager so that you can begin to appreciate its true value to consumers, managers, and other corporate stakeholders. It will equip you with the relevant knowledge, perspectives, and practical skills to develop marketing strategies that leverage the opportunities inherent in social media and consumer-to-consumer social interactions to achieve business goals.

Online Marketing Research Methods:
Different marketing problems require different types of data and analytical tools, and it is important to choose the appropriate methodological approach that suits the specific problem context. This course explores the importance of marketing research and how it facilitates a better understanding of marketing problems' nature and complexity, thereby enabling firms to respond by choosing the most rewarding and effective action. Before making decisions such as which new feature to add to an existing product or which promotional activity will significantly increase sales, managers have to make an "informed decision". The decision to choose one action instead of other marketing actions is informed by research insights. The main objectives of this course are to understand the notion of information requirements in marketing decision contexts and understand how to interpret data to produce actionable insights that informs marketing strategy. This would allow students to be proficient to prepare a report or a presentation of the research findings to facilitate how managers use these findings.

Research methodology:
This course aims to introduce research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to define their research question and know the different steps to follow during their dissertation writing journey.

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companies try to capture value, as well as profits, in the revenues they earn. This course emphasises price dynamics and reaction to competitors and competitors, adopting a very pragmatic approach and directly applicable to your daily work life. Learn and practice concepts, techniques and the latest thinking on evaluation and pricing strategies.

Mobile strategy:
The course is designed to give students a working knowledge of the burgeoning field of mobile marketing. This information will enable future and current business and organisation leaders to identify the best mobile marketing practices and have the knowledge to implement and analyse results from such efforts.

Introduction of digitals metrics:
This course will provide students with knowledge of digital analytics strategies and tactics. Students will learn how to obtain data, analyse data and turn it into insights, and present and communicate insights into actionable recommendations.

Graphic and web design & Brand Communication:
This course aims to develop knowledge in Graphic Design and learn how to use the professional software suite Adobe Illustrator to create visual brand identities. After completing this course, students will master the fundamentals of graphic design as a brand communication tool. In addition, they will be able to create a logo and brand guide using Illustrator software. This course also aims to develop the students'
ability to analyse a graphic design and appreciate its aesthetic and communicative qualities through graphic design.

Gamification in marketing:
This course is designed to understand what gamification is and how organisations use it and are familiar with game design fundamentals and motivation in marketing. The students would be able to develop a gamified solution to a business problem using a design process and recognise the limitations and risks of gamification.

Research methods in Marketing:
The course aims to present the main research methodologies and the research process in marketing. The diversity of models and research topics in marketing are presented. We focus on how we can address a research question and choose the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they are addressing in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

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Luxury Attitude :
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mere customer satisfaction, and therefore going beyond customer expectations and consequently encouraging customer loyalty. At the end of the course, students will receive the certificate Luxury Attitude.

CRM and Big Data:
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Sustainability in the Tourism Industry:
The main objective of this course is to present the importance of sustainability in tourism. This dimension is becoming increasingly important for companies in the tourism sector as the clientele becomes increasingly demanding concerning this issue. This course presents the strategies of how tourism companies integrate.

MANAGEMENT

Track – Big data & artificial intelligence for business

Teaching unit	Course title	Nb h	ECTS
TU1 Academic knowledge	Digital Economy & Strategy	45	5
	Introduction to Artificial Intelligence	30	4
	Digital Business & Change	30	4
	Innovation Management	30	4
	Total TU1	**135**	**17**
TU2 applied and scientific approach	Fundamentals of Python for business	24	3
	Business ethics & sustainability	24	3
	Agile project management	24	3
	Research methodology	15	2
	Power platform by Microsoft	15	2
	Total TU2	**102**	**13**
Semester 1		**237**	**30**
TU3 Special topics in management	Research methods in Management	15	2
	Data protection and regulation	30	4
	Big data and quantitative methods	30	4
	Digital Transformation	24	3
	Business applications in AI	24	3
	Business analytics	24	3
	Elective - 1 course to choose among the list below: Cybersecurity CPIM certificate Predictive analytics Gamification for Impact Yellow Belt Six Sigma certificate	15	2
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	_Professional period_	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	_Professional period_	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Digital Economy & Strategy (Strategic Management):
Every organisation is confronted with issues related to the impact of innovation on its organisation and strategy. Innovation strategy, digital transformations, data storage and analysis for decision making, customer experiences, sustainable competitive advantage, and optimisation of internal operations are all areas affecting the firm's global strategy. Then, it is essential to understand the critical role of technologies (and, more broadly, digital) in companies' strategy and management. The course is an exciting intellectual challenge built on specific theories and real-life examples presented and discussed in the classroom. It aims to strengthen the capabilities of participants to use disruptive digital technologies to design innovative and viable business models, processes, services, products and strategies.

Introduction to artificial intelligence:
This course presents the strategic value of artificial intelligence (AI) on the supply and demand sides of digital content. It includes an illustration of how AI-based tools enable viral content production and personalised consumption and delivery. The course compares the approaches of companies, research organisations, and different countries to AI, generating important distinctions in terms of implementation and innovation. Other concepts are discussed, such as the internationalisation of digital platforms, the control of illegal content on the web and the possibility of filtering content through AI and human intervention.

Digital Business & Change:
This course will equip students with a critical understanding of the organisational aspects of digital change. To successfully accompany organisations towards new ways of working and interacting with customers, students will analyse change management's structural and cultural aspects and systematically apply these analytical lenses to case studies. Then, students will critically analyse digital issues such as algorithmic management control and decision-making or trust and technology. While we will discuss different technologies, the focus of the course is primarily on change management and organisational analysis. No prior knowledge is therefore required. The course aims to strengthen participants' abilities to use innovative digital technologies to design innovative and sustainable business models, management processes, services, products, and strategies. It allows students to see the interdisciplinary nature of digital change, analysing complex relationships between the different stakeholders in a company.

Innovation Management:
The course intends to provide future professionals with the skills, methodologies, and tools to succeed in future corporate or entrepreneurship missions related to innovation, become a value provider to any company or territory, as of day 1, by learning how to use them efficiently, be able to deal with complex situations. The course will address understanding innovation, facilitating innovation, managing innovation and selling Innovation

Fundamentals of Python for business:
This introduction to python programming course covers all the basics of programming in Python and general computer programming concepts and techniques. The course also familiarises the student with an object-oriented approach. Each student has access to hands-on practice materials, labs, quizzes, and assessments to learn how to utilise the skills and knowledge gained on the course and interact with real-life programming tasks and situations. Students who complete the course will be able to accomplish coding tasks related to the basics of programming in the Python language and understand the fundamental notions and techniques used in object-oriented programming.

Business Ethics & Sustainability:
This course examines the extent to which a company can succeed, incorporate, or use moral principles, standards, governance mechanisms, and ethical rules to govern the business, ensuring legitimacy, sustainability, and stakeholder performance. This course aims to equip managers or practitioners with better ethical business principles and practices (for operations, finance, marketing, and human resources) to achieve corporate sustainability and performance. Participants are expected to analyse ethical business practices and initiatives through real-world situations and understand the associated challenges and managerial perspectives during the course.

Agile project management:
Agile project management offers a more flexible approach to projects. It seeks to create change at a much faster pace, in line with market expectations. It also seeks to deliver products at a higher price and lower cost. It is a more iterative and consultative approach that makes it customer-centric and deals with more relevant deliverables for an increasingly demanding stakeholder. This new way of optimising the flow provides a sustainable competitive advantage in a rapidly changing environment. Agile is about transforming the IT world from an approach that goes beyond budget, over-budget and under-quality to one that is much more positive, responsive and in line with the needs of today's users.

Research methodology:
This course introduces research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to be able to define their research question and to know the different steps to follow during their dissertation writing journey

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Data protection and regulation:

This course covers important topics related to data protection concepts and principles, data subject rights, data protection policies and measures, and regulatory compliance. With the significant increase in digital transactions and the proliferation of data available, companies and employees find themselves handling sensitive personal data. Therefore, regulators and companies must define processes based on specific skills for employees working with personal data to guarantee the security of clients and partners. The consequences of a breach of the security of sensitive data can be substantial. Employers increasingly value an understanding of data protection concepts for all industries. The objective of the course is to make students able to manage and process personal data in a manner compliant with relevant regulations.

Big Data and Quantitative Methods:

This course focuses on the analysis and processing large databases using Python as a programming language. The objective of the course is to allow students at the end of the course to know the basics of Python and the multiple functionalities of this tool. They will also be able to understand the interests of this language compared to other alternatives that allow them to manage large databases.

Digital Transformation:

This course examines how successful companies benefit from digital transformation efforts and the resulting sustainable advantage. This course aims to provide a compelling picture of these digital transformation efforts to help businesses become more sustainable. Students are asked to analyse digital transformation and sustainable development initiatives through real-life situations and understand the associated challenges and management information throughout the course. The course is based on discussions of real cases, the literature, and presentations by speakers. This helps understand the complexity, benefits, and relationships between digital transformation and sustainability and understand the issues and complexities faced by practitioners.

Business applications in AI:

AI is transforming the way we do business. In 2020 alone, investment in AI companies quadrupled to $40 billion worldwide against the $10 billion invested in 2015. Advertising, healthcare, insurance, HR, and education - AI and big data radically transform how we do business. Or does it? In this class, we will explore the promises of AI, its potential, the craze it generated, and the truth about the way it is (or not) transforming businesses. We will also dive into the potential of AI and discuss the impact it may have in future years. We will also discuss the ethical implications of AI. One of the promises of AI is to achieve goals faster and more reliable. But what about fairness, accuracy, and precision? We will explore the concept of algorithmic biases and discuss how to minimise the negative impacts of AI to harness the best of its power. The class will be based on interviews from leaders in the field and concrete cases from the video game industry, fashion, education, music, fraud detection, and HR.

Business analytics:

This course will lay out the foundations of business analytics skills. Students will learn how to develop highly necessary abilities in any business environment. These abilities relate to defining business expectations, distinguishing between a long-range plan and an annual business plan, performing stakeholder mapping, and understanding business intelligence and why it is essential for every modern company to carry out end-to-end process mapping.

Research methods in Management:

The course aims to present the main research methodologies and the research process in management. The diversity of models and research topics in management are presented. We focus on addressing a research question and choosing the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they address in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

Cybersecurity:

The main objective of this cybersecurity course is to raise awareness of the main risks related to information security and the necessary measures to implement to mitigate these risks. After introducing the main concepts, this course explains (1) the continuous improvement process to be implemented within companies, (2) the specific risks related to the Internet, social networks and e-business, and (3) how to deal

with the problems related to internal and external abuse and the main protections to be implemented in a professional context.

CPIM certificate:

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Track – Supply chain management

Teaching unit	Course title	Nb h	ECTS
TU1 Academic knowledge	Operations and Supply Chain Management	45	5
	Lean Management	30	4
	Innovation management	30	4
	Advanced Statistics	30	4
	Total TU1	**135**	**17**
TU2 applied and scientific approach	Supply chain strategy	24	3
	Agile project management	24	3
	Business Ethics and Sustainability	24	3
	Research methodology	15	2
	Power platform by Microsoft	15	2
	Total TU2	**102**	**13**
Semester 1		**237**	**30**
TU3 Special topics in management	Research methods in management	15	2
	Responsible purchasing	30	4
	Supply Chain and Big data	30	4
	Lean Six Sigma	24	3
	Sustainable Supply Chain	24	3
	Supplier relationship management	24	3
	Elective - 1 course to choose among the list below: Cybersecurity CPIM certificate Predictive analytics Gamification for Impact Yellow Belt Six Sigma certificate	15	2
	Total TU3	**162**	**21**
TU4 Expertise & professionalisation	Master thesis (in English)	*Professional period*	5
	Professional experience PGE3 – 6 months internship (mandatory) Soft skills assessment & professional skills report	*Professional period*	4
	Total TU4		**9**
Semester 2		**162**	**30**
Academic year		**399**	**60**

Operations and Supply Chain Management:
This course focuses on current operations and supply chain management practices from the current industry perspective and understanding how current theories of operations and supply chain management can help current and future organisations respond to environmental uncertainties resulting from demand, supply, and technology. We will address the soft and hard problems that play an important role in defining supply chain operations and management strategies.

Lean Management:
The course aims to learn a context of intense internationalisation, commercial ubiquity, the exponential growth of communication and digital acceleration, understanding and anticipating trends is essential to remain competitive. What are the key ingredients for a successful digital transformation? What does process improvement initiatives through lean management bring to the equation? How to effectively support disruptive innovations that emerge in today's complex organisational environment?

Innovation Management:
The course intends to provide future professionals with the skills, methodologies, and tools to Succeed in future corporate or entrepreneurship missions related to innovation, become a value provider to any

company or territory, as of day 1, by learning how to use them efficiently, be able to deal with complex situations

Advanced Statistics:
The course provides an overview of several advanced statistical methods for data science. The focus is on understanding the advantages and limitations of each approach, interpretation, and main applications in various disciplines, particularly in supply chain. This provides students with the basic ideas in modelling continuous and categorical outcomes. Students in this course will not only gain a deep understanding of asymmetric modelling and dimension reduction for data science, but they will also acquire the practical skills necessary for their successful applications to problems in science and industry. The course will offer key statistical tools to investigate interrelationships between predictors and a continuous or categorical outcome. It will also discuss dimension reduction techniques and their use for visualisation, scoring, and information retrieval in multivariate data settings. Strengths, weaknesses, use cases, and interpretation of the results of each method will be discussed in depth.

Supply chain strategy:
This course is focused on the role that logistics and supply chain management play in achieving a competitive advantage for the firm and the extended supply chain. More than ever before, supply chain management has become a strategic function that is fundamental for surviving and succeeding in today's competitive environment. Modern supply chains must operate in a rapidly changing world; faced with new disruptive technologies companies need to develop adaptive logistics and supply chain strategies that enable innovative flexible solutions to deal with the changing business environment. In this course we begin presenting of the key logistics and supply chain concepts and explaining how organisations design agile, market responsive supply chains. Then, we explore how companies design effective and efficient physical logistical networks, why supply chains need to develop resilience, how supply chain performance is measured and finally we look at contemporary topics and the challenges facing modern supply chains. Th students will learn how to identify, select and implement the right strategies for supply chains. They will be equipped with a deeper insight into the aspects that shape modern-day supply chains and what drives their strategies.

Agile project management:
Agile project management offers a more flexible approach to projects. It seeks to create change at a much faster pace, in line with market expectations. It also seeks to deliver products at a higher price and lower cost. It is a much more iterative and consultative approach that makes it customer-centric and deals with more relevant deliverables for an ever more demanding stakeholder. This is a new way of looking at optimising the flow to provide a sustainable competitive advantage in a rapidly changing environment. Agile is about transforming the IT world from an approach that goes beyond budget, over-budget and under-quality to one that is much more positive, responsive and in line with the needs of today's users.

Business Ethics & Sustainability:
This course examines the extent to which a company can succeed, incorporate, or use moral principles, standards, governance mechanisms, and ethical rules to govern the business, ensuring legitimacy, sustainability, and stakeholder performance. This course aims to equip managers or practitioners with better ethical business principles and practices (for operations, finance, marketing, and human resources) to achieve corporate sustainability and performance. Participants are expected to analyse ethical business practices and initiatives through real-world situations and understand the associated challenges and managerial perspectives during the course.

Research methodology:
This course aims to introduce research to the students required to write a research dissertation. The objective of the course is to make students familiar with the process of doing research by following the conceptual framework, the research question definition, the literature search process, the different methodologies, and the ethics of doing research. At the end of the course, students are expected to define their research question and know the different steps to follow during their dissertation writing journey.

Power platform by Microsoft:
This certification can accelerate the progress and boost your career as you use your Microsoft Power Platform skills to improve your team's productivity. No experience is necessary to train for it, just a basic knowledge of computer technology, data analysis, cloud computing, and the internet. It is the first step in developing your skills and progressing to other certifications, such as Microsoft Power Platform Functional Consultant.

Responsible Purchasing:
This course aims to present the interaction between the purchasing/supply dimension and the notion of corporate social responsibility. The focus is on the short term/long term trade-offs between cost and

responsibility. Different aspects of purchasing and the principle of responsibility are addressed in the course with the objective of raising students' awareness of this dimension.

Supply Chain and Big Data:
Large supply chain analytics uses quantitative data and methods to improve decision making for all supply chain activities. In particular, it does two new things. First, it extends the dataset for analysis beyond the traditional internal data held on enterprise resource planning (ERP) and supply chain management (SCM) systems. Second, it applies powerful statistical methods to new and existing data sources. This creates new insights that help improve supply chain decision making, from frontline operations to strategic choices, such as selecting the right supply chain operating models.

Lean Six Sigma:
This course introduces the fundamental principles of Lean Six Sigma that underlie modern continuous improvement approaches for industry, government, and other organisations. Lean originated in the Japanese automotive industry, particularly Toyota, and focuses on creating value through the relentless elimination of waste. Developed by Motorola, Six Sigma is a quality system that focuses on eliminating variation in all processes. The basic principles have been applied to a wide range of organisations and industries to improve quality, productivity, customer satisfaction, employee satisfaction, time to market and financial performance.

Sustainable Supply Chain:
The course is designed to introduce students to environmental sustainability from a supply chain perspective. The course will enable students to understand, analyse, and evaluate sustainable practices in supply chains. Finally, the course will also provide information on trends and challenges related to implementing issues in sustainable supply chains for organisations.

Supplier Relationship Management:
Companies invest significant time, effort and money in their supplier selection process. However, all precautionary and evaluation steps are undertaken at the start of their relationship with suppliers. This increases the need for supplier performance evaluation at regular intervals through the relationship. How does one ensure that supplier performance evaluated at the start stays consistent through the relationship with the organisation? Companies have now realised the need for some form of objective performance evaluation. They gather data and determine key performance indicators to draw objective conclusions regarding supplier performance, enabling these organisations to take relevant action. This course aims to equip students with the tools to design, organise and deploy appropriate supplier relationships with suppliers across the spend portfolio. The objective of the course is to produce supply chain managers (and in general managers) who have a global and transversal approach to the enterprise. The program helps students acquire knowledge and business practices in different areas, particularly purchasing, by focusing on purchasing strategy, sourcing, negotiation, supplier audits...

Research methods in Management:
The course aims to present the main research methodologies and the research process in management. The diversity of models and research topics in management are presented. We focus on addressing a research question and choosing the most relevant methodology to address the question. The objective is to help students choose the relevant methodology for the research question they address in their dissertations and submit a dissertation document satisfying high research standards. The last part of the course helps students prepare their defence.

Cybersecurity:
The main objective of this cybersecurity course is to raise awareness of the main risks related to information security and the necessary measures to implement to mitigate these risks. After introducing the main concepts, this course explains (1) the continuous improvement process to be implemented within companies, (2) the specific risks related to the internet, social networks and e-business, and (3) how to deal with the problems related to internal and external abuse and the main protections to be implemented in a professional context.

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UE4 Expertise and professionalisation

Master's dissertation
Students are required to write a dissertation (50 numbered pages) as a prerequisite for graduation. Students will conduct their master's dissertation under the supervision of a teacher-researcher, who is also responsible for evaluating the dissertation. Within the framework of this research project, students must demonstrate their capacity for abstraction in order to identify a research topic with a scientific angle and to treat it in an academic manner, their ability to appropriate and understand the various management theories in order to analyze them and evaluate their conceptual and operational scope, their proficiency in research methods in order to produce the elements on which to base their reflection, and finally, their analytical and reasoning capability in order to provide a constructed and argued response to the research topic. Research methodology and "research in" courses are offered to support students in their research assignment.

In addition to the written dissertation, students are also required and expected to complete a research evaluation project. This evaluation project enables students to compare the benefits of the master's dissertation with their professional project. The dissertation and its evaluation represent 5 ECTS credits.

Professional period (internship)
The Professional period of the M2 year is in line with the learning objectives of the year:
- to design and implement cross-functional solutions for steering change,
- to mobilise what they have learnt from their professional specialisation in order to make decisions and take responsible action in complex situations.

More specifically, students are expected to carry out an assignment in full, taking into account its academic, technical, economic, environmental, organisational, regulatory, ethical and social aspects. The objective is for them to develop their skills in managing and optimising the use of business/department/company resources, data, models and decision-making support tools; to take initiatives to respond to a given situation in an innovative and relevant manner; to know how to report on a project and defend their results, both verbally and in writing, adjusting to the target audience and offering new initiatives in terms of sustainable development and CSR to support the societal shift.

At the end of the year, students should be able to specialise in a particular field of expertise and prepare for professional integration.

Duration of the internship : 6 months min.
ECTS Credits : 4