Exchange Students

Master in Management – M1 Year

Credit transfer only :

Students can study one semester (either semester one or two) or the academic year.

Some courses have pre-requisites. Please check that you have these pre-requisites before registering in the program.

The program is taught all in English, with the possibility to take some courses in French. Students will choose the language of instruction before the beginning of the classes. TU = Teaching Unit. **It is compulsory to take all the courses in a teaching unit.**

Teaching Unit	Course title	Teaching language	Teaching hours	ECTS credits
UE1 **Strategic** **Vision**	Strategic management	EN	24	3
	Corporate Finance	FR and EN	24	3
	Strategic marketing	FR and EN	24	3
	Decision and Game Theory	EN	24	3
	UE1 Total		**96**	**12**
UE2 **Management of teams and operations**	Management control	FR and EN	24	3
	Sales and strategic relations	EN	24	3
	Purchase and Supply chain	EN	24	3
	Management of HR and Diversity	FR and EN	24	3
	UE2 Total		**96**	**12**
UE3 **Languages & Soft skills**	Soft skills: Choose 1 course in each of the following four categories (see list of courses pages 2 and 3)	FR or EN		
	- SSK1: Analysis, problem solving and critical thinking		12	0,75
	- SSK2: Communication, collaboration and reflexivity		12	0,75
	- SSK3: Diversity, interculturality and inclusion		12	0,75
	- SSK4: Innovative and enterprising spirit		12	0,75
	LV1: English and TOEIC or French as a Foreign Language	EN or FR	24	3
	UE3 Total		**72**	**6**
	Semester 1 TOTAL		**264**	**30**
UE4 **Management and environmental and social transition**	Humanities - Choose one course out of 4 *	EN	24	3
	Management Sciences 1 - Choose one course out of 4*	EN	24	3
	Management Sciences 2 - Choose one course out of 4*	EN	24	3
	UE4 Total		**72**	**9**
UE5 **Management & Digital transformation**	Humanities and tools - choice of 1 course out of 4**	EN	24	3
	Management Sciences 1 - choice of 1 course out of 4**	EN	24	3
	Management Sciences 2 - choice of 1 course out of 4**	EN	24	3
	UE5 Total		**72**	**9**
UE6 **Languages, Soft skills & professionalisation**	LV1: French as a Foreign Language	EN or FR	24	3
	International Entrepreneurship Seminar	EN	24	3
	Power platform by Microsoft	FR and EN	24	3
	French culture and society	EN	24	3
	UE6 Total		**87**	**12**
	Semester 2 Total		**231**	**30**
	ACADEMIC YEAR TOTAL		**495**	**60**

*See pages 4 to 6
**See pages 6 and 7

First semester - Core courses

Strategic management
This class covers the strategic approach: diagnosis, decision-making tools and the theoretical foundations of the strategy. It connects key concepts, the approach and tools.
At the end of the class, students should be able to adopt a global approach to a situation, identify the key data of the company, the decision-making processes and the roles of the stakeholders in the diagnosis and strategic decision-making processes.

Strategic finance
The aim of the class is to develop the technical skills and understanding of the major issues of financial strategy and its implementation by listed and non-listed companies. Students will learn how to value a company and project, using different techniques, and how to adapt them to different situations.

Strategic marketing
The aim of this class is to capitalise on the marketing skills already acquired by the students, to give a strategic orientation to this discipline. The aim is to explore, in depth, managerial tools, as well as their theoretical basis, which serve as decision-making tools for professionals involved in practical strategic marketing situations. This class also aims to develop the students' ability to critically analyse real-life situations and to formulate strategies.

Decision and Game Theory
This class aims to initiate students to modelling and the analysis of individual behaviour when it comes to risk and the unknown. In particular, it covers classifying the different forms of risk faced by economic stakeholders in their decision-making, the strategies derived from game theory, the role of experimental psychology and the main economic analysis tools.

Management control
The aim of this class is to present the different tools used by management controllers to perform their duties. This course combines the presentation of theoretical concepts with exercises and case studies to familiarise students with the practical and theoretical aspects of management control. Following this class, students will be able to apply their technical knowledge in specific situations that they will encounter during their career.

Sales and strategic relations
This class, taught in English, covers the main techniques of sales negotiation, argumentation and relationship strategies. At the end of this class, students will have mastered the tools and will be able to demonstrate their ability to negotiate using a structured argument in line with the relationship strategy they have designed.

Purchase and Supply chain
This class provides the tools and methodologies that are the basis of purchasing and supply chain management. It covers the management of a company's operations, as well as process-type approaches and the link between these two functions and the strategy of an organisation.

Management of Human Resources and diversity
The aim of this class is to develop students' theoretical and practical knowledge in HR management and diversity management. It also contributes to the achievement of learning objectives such as resolving ethical dilemmas, understanding the concept of diversity or resolving managerial issues.

Foreign language classes
Foreign language classes contribute to the acquisition of the following skills: effective communication and adapting to a multicultural working environment
French as a Foreign Language
This class is reserved for academic exchange students whose native language is not French. It aims to develop communication skills in French through the acquisition or consolidation of the basics.

First semester – Elective courses
Exchange students must select one course in each of the following 4 elective categories : SSK 1, 2, 3 and 4;

Elective SSK1 : Analysis, problem solving and critical thinking – choose one of the following 3
1.   Managing with emotional intelligence
This class provides practical tools to improve your ability to regulate your emotions and manage conflict. The aim of this class is to learn how to communicate positively, be assertive and take a step back to create relationships based on cooperation. It encourages students to understand how they function emotionally and to acquire tools to manage and regulate their emotions. Finally, it describes the appropriate postures and outlines a methodology for change management. It contributes to the acquisition of the following skills: analysis and problem solving, critical thinking and working efficiently with others.

2. Innovative methods and problem solving

This class offers different innovative and "outside the box" tools and techniques to analyse problematic situations and resolve them. It contributes to the acquisition of the following skills: analysis and problem solving, critical thinking and working efficiently with others.

3. Conflict management

This class teaches students about the different forms of conflict management in the workplace in order to introduce practical techniques and strategies to resolve conflicts that managers may use efficiently to manage conflicts in a professional environment. It contributes to the acquisition of the following skills: analysis and problem solving and working efficiently with others.

Elective SSK2 : Communication, collaboration and reflexivity – Choose one of the following 3

1. Effective oral communication

Techniques for effective oral communication with an audience, a team and in a professional environment are covered in this class. In addition to these techniques, it also enables students to work on their eloquence and self-confidence when speaking in public, as well as the structuring of these presentations to convey messages in an optimal manner. This class uses different media to immerse students in practical situations: improvisation, video, etc. It contributes to the acquisition of the following skills: effective oral communication and critical thinking.

2. Using your position to work together efficiently

This class enables students to become aware of their own position in a professional situation and that of others with the aim of developing collaborative approaches and working efficiently as part of a group. It contributes to the acquisition of the following skills: working with others and communicating efficiently

3. Behaviour focus – *development*

The aim of this class is to develop students' awareness of their relational environment, transactional analysis and how stakeholders interact in a professional environment. It helps to develop their managerial posture in the workplace in a reflexive manner. This class contributes to the acquisition of the following skills: working with others and communicating efficiently.

Elective SSK3 Diversity, interculturality and inclusion – Choose one of the following 3

1. Adopting inclusive behaviour

The aim of this module is to enable students to adopt inclusive behaviours in their social interactions (during their training and in their current or future working life), guaranteeing respect for human dignity (breaking down stereotypes and related discrimination, and various forms of sexist and sexual violence) by developing their ability to be caring and empathetic. It contributes to the acquisition of the following skills: identifying and integrating diversity as well as promoting inclusion.

2. Managing complex diversity and inclusion situations

This class makes students work on complex situations related to diversity in professional and managerial environments so they can understand them and co-construct inclusive approaches with their employees. It contributes to the acquisition of the following skills: identifying and integrating diversity as well as promoting inclusion.

3. Intercultural differences in fostering diverse and inclusive behaviour

This class enables students to develop their skills to adopt inclusive behaviour in organisations with a focus on intercultural diversity. Using simulations and workshops, it aims to break down stereotypes and related forms of discrimination and develop their ability to be caring and empathetic. It contributes to the acquisition of the following skills: identifying and integrating diversity as well as promoting inclusion.

Elective SSK4 Innovative and enterprising spirit – choose one of the following 3

1. Leadership according to the Lord of the Rings

The aim of this class is to understand what leadership is and how it differs from management, to develop self-confidence and students' ability to identify the different forms of leadership. Based on the approaches developed in the eponymous book for this class, students will learn the conceptual and methodological bases to improve their leadership or take on board some of its characteristics. This class contributes to the acquisition of the following skills: analysis and problem solving, critical thinking and working efficiently with others.

2. Collective intelligence and managerial innovation

This class enables students to practise collective intelligence and co-development approaches that promote the convergence of different forms of intelligence and knowledge to develop a common vision and managerial innovations. It contributes to the acquisition of the following skills: analysis and problem solving, critical thinkingand working efficiently with others.

3. Design Thinking

The aim of this class is to acquire the basic notions of creativity, user experience and design thinking. It aims to develop the necessary frame of mind to implement a design thinking approach and become proficient in the steps to be followed to apply this method. It contributes to the acquisition of the following skill: innovating to offer fresh solutions to a need or a requirement.

Second semester core courses

Power platform by Microsoft
This course provides training in the creation of automation tools and business applications using Low Code on the Microsoft Power Platform. The e-learning sessions created by Microsoft are completed via synchronous modules designed to go into more depth on the features of this tool, to work on Low Code design in order to build smart, ergonomic and efficient applications, and to deal with the management of changing working habits and organisations caused by these tools.
Following this class, students will sit the Microsoft PL900 professional certificate. This class contributes to the acquisition of the following skills: forecasting the organisational impact of information systems, supporting the digital transition, using data, models and decision-making tools, as well as using ITC in a professional and managerial environment.

International Entrepreneurship Seminar
This seminar involves a challenge carried out in English by a group of students in a multicultural context, placing them in the situation of creating an international start-up. This business game addresses the practices and tools enabling the development of the various phases of an entrepreneurial project, as well as the principles of international business using a *learning by doing* approach. It contributes to the acquisition of the following skills: adapting to a multicultural working environment; developing an entrepreneurial/intrapreneurial project; supporting the societal and environmental transition; innovating to offer fresh solutions to a need or a requirement.

Foreign language classes
Foreign language classes contribute to the acquisition of the following skills: effective communication and adapting to a multicultural working environment
French as a Foreign Language
This class is reserved for academic exchange students whose native language is not French. It aims to develop communication skills in French through the acquisition or consolidation of the basics.

French culture & society
This class, reserved for international and exchange students, enables students to develop the same four types of soft skills as in the elective courses, but through French culture and society. This class aims to help international students discover and understand French society and culture, as well as to make it easier to accept and tolerate the cultural differences that they may encounter not only in France, but also in the workplace and at school when working in multicultural teams. Using a "learning by doing" approach and simulations based on the specificities of French culture (gastronomy, fashion, art and culture, strikes, holidays, business, etc.), it prepares students to identify and manage problematic cultural situations with kindness and tolerance. This class contributes to the acquisition of the following skills: adapting to a multicultural working environment, identifying and integrating diversity, promoting inclusion.

Second semester elective courses
Exchange students must select 3 courses in the UE4 + 3 courses in the UE5.

UE 4 : Managerial Sciences and Humanities - Management and environmental and social transition
Exchange students must select one course in each of the 3 elective categories : Humanities, Management Sciences 1 and Management Sciences 2.

Elective 1 : Humanities – Choose one course out of the following 4
1. Business & Society
This class takes a critical and historical look at the relationship between business and society focussing on how companies contribute to their common goals. It draws on the theories of governance, CSR and the sociology of organisations to explain how these relationships have evolved, the power relations at work but also the room for manoeuvre that exists to build engaged companies, integrating societal and environmental issues at the very core of their purpose. It contributes to the acquisition of the following skills: developing critical thinking, evaluating issues related to ethics and corporate social responsibility, supporting the societal and environmental transition and innovating to offer fresh solutions to a need or a requirement. As a practical module, it offers students the chance to imagine an ideal organisational model to create shared value.

2. Critical Management Studies
The theories, tools, techniques and vocabulary used in management sciences have a history closely mirrors that of capitalism and globalisation. This class take a critical look at contemporary management by analysing its origins in power relations, sociology and the history of capitalist societies. It covers topics that are omnipresent in management, technology, the environment, inequality, corruption and alternative forms of organisation. It contributes to the acquisition of the following skills: developing critical thinking, evaluating issues related to ethics and corporate social

responsibility, supporting the societal and environmental transition and innovating to offer fresh solutions to a need or a requirement.

3. The individual and the common good

This class draws on the theory of the common resources and insights from political science and ethical theories to reflect on what the common good is. It considers both the role of organisations and the position of the manager in relation to the common good. It is based on historical and current examples, and other examples from academic literature, as well as practical applications. It contributes to the acquisition of the following skills: developing critical thinking, evaluating the issues related to ethics and corporate social responsibility, and supporting the societal and environmental transition.

4. Geopolitics and interstate strategies

This class covers the importance of geopolitics in economic relations and the strategies of organisations. It focusses on regions in Eastern Europe, as well as on the Ukraine crisis and Russia. It contributes to the acquisition of the following skills: developing critical thinking, evaluating the impact of internationalisation and globalisation on the scale of an economic sector, geographical area or an organisation, evaluating the issues related to ethics and corporate social responsibility.

Elective 2 : Management Sciences 1 – Choose one course out of the following 4

1. Entrepreneurship and systemic change

This class covers entrepreneurship with a focus on the societal transition. It looks as how SMEs and entrepreneurial initiatives interact with local communities (groups with a geographic identity) and their stakeholders. Based on theoretical and practical approaches, it looks at how these communities are organised and how they constitute a major entrepreneurial network. It contributes to the acquisition of the following skills: supporting the societal and environmental transition, innovating to offer fresh solutions to a need or a requirement, as well as developing an entrepreneurial/intrapreneurial project.

2. Non-profit organization management

This class looks at non-profit organisations. It covers the specific aspects of team and operations management within these organisations: definition of their mission, management, control and leadership modes, organisational capacity, resources, fundraising and revenue generation, management of volunteer teams, governance and importance of stakeholders, operations management and sustainability issues. It contributes to the acquisition of the following skills: supporting the societal and environmental transition of organisations, managing employees and supporting their development, as well as rallying and motivating a team and promoting inclusion.

3. Marketing of alternative organisations

The aim of this class is to understand the specific aspects (principles, mission and tools) for the marketing of social and collaborative organisations and takes a critical look at this discipline. It presents the ethical issues related to marketing, as well as its legitimacy in dealing with organisations that are different, in their purpose and operation, from the traditional companies for which marketing was initially designed. The characteristics of these so-called "alternative" organisations are discussed by looking at how they change the classic marketing approach through a student-led project. This course contributes to the acquisition of the following skills: supporting the societal transition of organisations, as well as identifying and analysing the expectations of targets in order to build, promote and distribute an appropriate product and service offering and establishing and managing the customer relationship.

4. Environmental and social reporting

This class introduces students to the extra-financial reporting process with stakeholders in an organisation, required to evaluate the social and environmental impacts of its activities and in order to manage them better. It covers the social responsibility of organisations, its links with strategy and the main methods and indicators to evaluate the level of social engagement of organisations operating in different environments. It contributes to the acquisition of the following skills: supporting the societal transition of organisations, as well as producing quantitative data and statistics, and using data, models and decision-making tools.

Elective 3 : Management Sciences 2 – Choose one course out of the following 4

1. Alternative & sustainable business model

This class presents the various types of business models that are compatible with sustainable development. It looks at their implementation through real life cases and makes it possible to measure their impact on sustainable development with the aim of proposing innovative business models. It contributes to the acquisition of the following skills: developing critical thinking, evaluating issues related to ethics and corporate social responsibility, supporting the societal and environmental transition and innovating to offer fresh solutions to a need or a requirement.

2. Ethical leadership in a changing world

This course addresses the different ethical theories in order to provide a comprehensive vision of the contemporary issues facing organisations and also to identify the dilemmas to which managers must respond in a more individual manner. It is based on theoretical concepts, as well as on the analysis and practical applications of situations posing real ethical problems that managers, executives and entrepreneurs must solve in a professional environment. This class therefore focusses on the managerial and human aspects of issues surrounding the societal transition. This class is given in the form of discussions and debates in which students participate for them to recognise that ethical issues in business are

never resolved in a single, simple manner. It contributes to the acquisition of the following skills: supporting the societal and environmental transition of organisations, managing employees and supporting their development, as well as rallying and motivating a team and promoting inclusion.

3. Inclusive marketing and communication

Brands are expected by their targets and stakeholders to include and represent all the diversities in their target demographics and even to take a position on issues that go beyond normal customer relations. This class addresses these developments from a theoretical standpoint and provides the tools and marketing approaches to utilise alternative channels in order to target and communicate in a way that recognises differences and creates a sense of belonging with both external and internal targets. It contributes to the acquisition of the following skills: identifying and analysing the expectations of targets in order to build, promote and distribute an appropriate product and service offering and establishing and managing the customer relationship to integrate diversity and promote inclusion.

4. Sustainable finance with Bloomberg

The aim of this course is to put into practice ethical finance concepts and approaches based on case studies developed by real companies. These case studies are performed directly on the Bloomberg terminal. Most of the face-to-face sessions will therefore take place directly in the trading room. This enables students to become familiar with the Bloomberg software to collect data to respond to real life problems encountered by companies. This class contributes to the acquisition of the following skills: supporting the societal transition of companies, as well as using data, models and decision-making tools and managing an operational/investment budget for a structure or project.

UE 5 : Managerial Sciences and Humanities

Exchange students must select a course in each of the following 3 categories : Humanities, Management Sciences 1 and Management Sciences 2.

Each class offered in Management Sciences 1 and 2 specifically covers one of the following aspects: strategy, management, marketing or finance-accounting. The classes to be selected, the aspects they cover as well as the teaching languages are outlined below.

Elective 1 : Humanities – Choose one course out of the following 4
1. Sustainability & Ethics in the digital economy

This class covers the issues of sustainable development and ethics in the context of digital developments in society. It covers these topics through different cases: digital platforms, artificial intelligence, transhumanism, etc. It contributes to the acquisition of the following skills: developing critical thinking, supporting the societal and environmental transition of organisations, as well as the digital transformation.

2. Digital and information systems

This class covers the different aspects of the Digital World, as well as the link between strategy, organisation and information systems. It deals with the importance of managing information within a digitised environment in terms of agility and strategic alignment, green IT, the role of Big Data Analytics, as well as the Internet of Things (IoT), social media, mobility and new approaches linked to artificial intelligence and robotics. It contributes to the acquisition of the following skills: supporting the digital transition, developing, managing and using information systems and forecasting the organisational impact of information systems.

3. Big data and AI economics

This class introduces students to issues surrounding the use of big data and automation. It covers this topic both from a strategic point of view for organisations and the ruptures within the environment in which they operate, and from a technical standpoint. It offers students the chance to learn the basics of code. It contributes to the acquisition of the following skills: supporting the digital transition, using ITC in a professional and managerial environment, developing, managing and using information systems and forecasting the organisational impact of information systems.

4. Advanced Excel for managers

This class covers the notions and methodologies to become proficient in the features of Excel at an intermediate level: using advanced features in terms of data processing and visualisation, managing spreadsheets, preparing and sorting data, as well as using financial and accounting features. It helps to prepare students to sit the TOSA at an intermediate/advanced level. It contributes to the acquisition of the following skills: using data, models and decision-making tools, analysis and problem-solving, using ICT in a professional and managerial context.

Elective 2 : Management Sciences 1 – Choose one course out of the following 4
1. Sharing economy and digital culture

This class covers the collaborative and sharing economy and how digitisation has helped develop organisations in this sector. This phenomenon and the dynamics behind its growth are examined from a variety of standpoints: environmental, economic, social and political. The different business models of the organisations associated with the sharing economy, the dynamics of their markets, as well as their interactions with the more traditional sectors and the way in which social and economic activities can be developed, are also covered.

This class contributes to the acquisition of the following skills: supporting the digital transition, defining and rolling out the strategy of an organisation, developing an entrepreneurial/intrapreneurial project, as well as innovating to offer fresh solutions to a need or a requirement.

2. Management of the digital transformation

This class covers the different aspects of digital transformation at the organisational level in order to help organisations imagine new ways of working and interacting with their customers. The theories of change are also covered to consider how to support teams in this transformation and the nature of the structural and cultural challenges. Case studies enable multiple applications. This class contributes to the acquisition of the following skills: supporting the digital transition, using ITC to develop your reputation and that of your organisation, as well as managing the strategy and risks and developing an entrepreneurial/intrapreneurial project.

3. Digital Marketing

The aim of this class is to familiarise students with the methods and techniques for defining strategic objectives and making them actionable through an appropriate digital marketing plan: market research, multi-channel strategy, referencing, tracking and implementation of key performance indicators, as well as the different phases of the online customer relationship. It contributes to the acquisition of the following skills: supporting the digital transition, as well as identifying and analysing the expectations of targets in order to build, promote and distribute an appropriate product and service offering and establishing and managing the customer relationship.

4. Applied finance with Python

This course introduces students to the Python programming language through application of the main concepts of corporate finance, based on real cases and situations. It enables students to perfect their finance skills and underlines the advantage of programming and automation in order to build models. This class contributes to the acquisition of the following skills: supporting the digital transition, using ITC in a professional and managerial environment, as well as drafting and managing an operational/investment budget for a structure or project.

Elective 3 : Management Sciences 2 – Choose one course out of the following 4

1. Digital Business Model

This class covers the strategic challenges caused by information technology and digitisation. The managerial and strategic challenges associated with information systems and e-commerce, as well as the impact of the roll out and use of an IS on organisations are covered in order to propose and build business models for organisations operating in the digital economy or in digital transformation. This class contributes to the acquisition of the following skills: supporting the digital transition, defining and rolling out the strategy of an organisation, developing an entrepreneurial/intrapreneurial project, as well as innovating to offer fresh solutions to a need or a requirement.

2. HR management in the digital era

Working from home, remote working, remote management, talent management, team and project management, etc. This class covers human resource management in the context of current changes in the organisation of work, taking traditional tools and applying them to these changes. It is based on a theoretical approach as well as various applications. This course contributes to the acquisition of the following skills: recruiting, assigning and integrating human resources for a team, a department or a company, managing employees and supporting their development, rallying and motivating a team, as well as supporting the digital transition, using ICT in a professional and managerial environment.

3. Blockchain for sales and marketing

The aim of this class is to cover the basics of the Blockchain and the principles of the Token Economy in order think about innovative use cases surrounding marketing, communication and the customer experience. It studies the anonymisation of personal data in the context of the customer pathway, marketplaces, the traceability of advertising communication, the gamification of loyalty programmes, the rise of NFT "products", as well as future applications and teaches how to develop a blockchain in this context. It contributes to the acquisition of the following skills: supporting the digital transition, building, promoting and distributing or adapting a product or service offering and establishing and managing the customer relationship, as well as innovating to offer fresh solutions to a need or a requirement.

4. Management control and digital tools

This class aims to familiarise students with the main ITCs to automate and pilot management control assignments through different types of dashboard. It also covers the specific aspects of management control and its role in the strategic management of organisations belonging to the digital sector and/or dealing with the digital transition. This class contributes to the acquisition of the following skills: supporting the digital transition, using ITC in a professional and managerial environment, managing an operational budget for a structure or project, as well as using data, models and decision-making tools.