



Bachelor Program 2nd and 3rd Years Course Plans and Syllabus Academic Year 2024 - 2025



CONTENTS

2nd Year of study (BIBA2) – Bachelor Program	3
2nd Year of study – Semester 3	3
Course Plan	3
Courses Presentation and Objectives.....	4
2nd Year of Study - Semester 4	9
Course Plan	9
Courses Presentation and Objectives.....	10
3rd Year of Study (BIBA3) – Bachelor Program	16
3rd Year of Study - Semester 5	16
First Semester Course Plan	16
Courses Presentation and Objectives.....	17
3rd Year of Study - Semester 6	24
Second Semester Course Plan	24
Courses Presentation and Objectives.....	25

2nd Year of study – Bachelor Program

Objectives: Apply management tools and methods while being cognizant of societal and environmental issues and contribute to the company's activities in a multicultural context.

Semester 3 – Sept. to Dec. 2024

Course Title	Hours	ECTS
TU - Digital and analytical competences		
Management Accounting	30	4
Micro-behavior of economic agents	30	4
Statistics for business	30	4
Total TU	90	12
TU - Organisational and behavioral competences		
Human Resources and diversity management	30	4
Responsible Marketing Mix	30	4
International Business	30	4
Total TU	90	12
TU - Interdisciplinary skills		
International Week 3 (<i>for continuous students</i>)	15	2
Introduction to academic writing (<i>for English speaking continuous</i>)	15	1
French as a foreign language (<i>no second language</i>) (<i>for continuous students</i>)	45	3
Total TU	75	6
Semester 3 total (<i>for visiting students</i>)	255	30



Courses Presentations and Objectives

Management Accounting

Teaching Language: English / French

ECTS: 4

Hours: 30

The objective of this course is to introduce students to different methods and techniques of management accounting. The course will offer students both theoretical and practical training. Students will work independently and in groups –small and large. By the end of this course, students must be able to apply technical knowledge in specific situations students will encounter during student's career. The opportunity to work both independently as well as in groups will contribute to both their autonomy and teamskills and allow students to continue to build on their knowledge more easily in the future.

Our goal is to prepare students to work in an increasingly complex global world. Accounting is the language of business –key to every decision made in the business environment. No matter where their professional life takes them, a strong understanding of accounting is a valuable skill to develop. Management Accounting is internally focused and includes planning, forecasting, measuring, and reporting results on the operations of a business with the goals of strong asset management and maximizing profitability.

Prerequisites

Knowledge of introductory financial accounting topics, such as income statement and balance sheet terminology.

Micro-Behavior of Economic Agents

Teaching Language: English / French

ECTS: 4

Hours: 30

In this course students will learn fundamental microeconomic principles and mechanisms underlying the most existing economic theories.

This course aims at developing the analytical abilities of students so as to give them the tools to construct solid reasoning rooted on clearly stated hypotheses and eventually draw conclusions from the situation under study. This will be achieved with the use of microeconomic tools and mathematical models that reproduce in a simplified way setup typically met in the real-world context.



The students will be confronted in the classroom with typical economic situations and concepts and will have to develop an analytical capacity that will enable them to deduce general conclusions on the basis of specific assumptions. This will eventually help students in the decision-making process as future managers.

Several specific skills will be acquired during this course:

- Knowledge and understanding of fundamental economic models;
- Explain the behavior of representative economic agents;
- Ability to graphically represent the data present analysis and draw conclusions.

Prerequisites

None

Statistics for Business

Teaching Language: English / French

ECTS: 4

Hours: 30

This course is the continuation of the course entitled “Quantitative methods and applied statistics”, designed for students in the first year of Bachelor and including descriptive statistics applied to business. The purpose of this new course is to provide students with more advanced statistical tools needed by managers. The course emphasizes understanding the process associated with statistical decisions, defining and formulating problems, analyzing the data, and using the results in decision-making.

The purpose of this course is to help managers to carry out the appropriate statistical analysis in order to be able to propose adapted recommendations to a given problem. Through this course, students will acquire four main specific skills:

- Study the existing relationship between two studied phenomena (quantitative, qualitative).
- Being able to explain a quantitative phenomenon according to another phenomenon, or several others (quantitative and/or qualitative).
- Being able to explain a qualitative phenomenon according to another phenomenon, or several others (quantitative and/or qualitative).
- Being able to use SPSS and Excel statistical software to implement all the analysis methods discussed in the course.

Prerequisites

None



Human Resources and Diversity Management

Teaching Language: English / French

ECTS: 4

Hours: 30

This course aims to discover and use concepts related to key human resources (HR) functions and ethics in human resources management (HRM). It is also about understanding the concepts of international openness, multiculturalism and diversity concerning HRM. The stake is to become a manager able to align strategy, structure and corporate culture of his-her firm. He-she will combine efficiency and ethics with his-her team and will adapt his-her actions in a context of international openness and multiculturalism.

Prerequisites

None

Responsible Marketing Mix

Teaching Language: English / French

ECTS: 4

Hours: 30

This course starts from the premise that the objectives of companies and organizations should not be purely profit-driven and should not be rooted in overconsumption. In an era where marketing has been conceptualizing in a sobriety, post-growth and degrowth approach, it should not only be about selling products, services, or ideas to customers, without considering the underlying impact and meaning of consumption. Although public authorities, companies and consumers are increasingly aware of environmental issues, practices have not really changed (or marginally). From the company perspective, practices are often limited to mere communication without real actions or with actions that represent a reduced part of the companies' activities (greenwashing).

Building on the basic foundations of marketing, and in particular the "marketing mix" framework (also known as the 4P's) but also SAVE model (solution, access, value, and education), this course aims to heighten the students' awareness regarding the higher moral obligations that a marketing manager ought to possess, that is, to employ these tools with a concern for ethics, integrity, fairness, and justice in the marketplace. This course is built around two activities: 1/ a case study to solve and 2/ a project to build, named "The Amazing Marketing Mix". This project will be presented by every team during the last session. Working & coaching time will be provided during UB sessions to develop this project.

Prerequisites

None



International Business

Teaching Language: English / French

ECTS: 4

Hours: 30

The main objective of this International Business (IB) course is to introduce the main concepts of IB, its main theories, historical evolution, and their impact on the business world today, including future trends. Modern Globalization, with its ups and downs, is part of our modern life: understanding how Globalization is evolving will be a key element of the course, integrating the use of new technologies and sustainability in doing Business. The course emphasizes both the basic concepts, practical exercises, and a critical analysis from the current perspective.

The students will also learn to detect opportunities in the international market and how to assess how the opportunity can be taken minimizing the risk. The students will learn how to do international market research using the databases available for that. The students will enhance an international experience with other international students to apply concepts and theories.

Through this course, students will:

1. Understand and use the basic concepts and definitions related to International Business
2. Know and understand the main Data Base for International Trade
3. Understand and apply the International Strategies in practical examples
4. Capacity of Synthesis and critical thinking concerning the Innovation and entrepreneurial mindset in the International Business environment

Prerequisites

None

International Week 3

Teaching Language: English

ECTS: 2

Hours: 15

This course is for continuous students only. See International Week 1.



Introduction to Academic Writing

Teaching Language: English / French

ECTS: 4

Hours: 30

This course is for English speaking continuous students.

This course is designed to equip students with the fundamental techniques necessary for effective scholarly writing. It serves as a comprehensive foundation, guiding students through the essential elements of academic writing, including structure, clarity, and critical analysis. Students will learn how to articulate ideas concisely, develop strong arguments, and cite sources accurately using referencing styles. Additionally, the course emphasizes research skills, helping students locate and evaluate credible sources to support their claims. The pedagogical methods include interactive lessons and practical exercises.

Prerequisites

None

French as Foreign Language

Teaching Language: English / French

ECTS: 3

Hours: 45

This course is for continuous students.

This class is delivered over two semesters. Please see semester 4 for detailed information.

In Semester 3, students will optimize their search strategies if they haven't found an apprenticeship yet. When the apprenticeship is found, they will reflect back on their first few months, what they have learnt and what to expect, implement for the rest of the year.

Prerequisites

None

Semester 4 – Jan. to April 2025

Course Title	Hours	ECTS
<i>TU - Digital and analytical competences</i>		
Financial Statements Analysis	30	4
Data Management	24	3
<i>Total TU</i>	54	7
<i>TU - Organisational and behavioral competences</i>		
Sales and Negotiations Techniques	30	4
Design Thinking	24	3
Project Management	24	3
<i>Total TU</i>	78	10
<i>TU - Open-mindedness and Responsibility</i>		
Responsible Management	24	3
Hackathon - SD Challenge	24	3
<i>Total TU</i>	48	6
<i>TU - Interdisciplinary skills</i>		
International Week 4 (<i>for continuous and visiting students</i>)	15	2
Course for Bilingual Students (<i>to be added to a second language - for continuous students</i>)	30	2
French as a foreign language (<i>no second language</i>) (<i>for continuous students</i>)	45	3
<i>Total TU</i>	90	7
Semester 4 total (<i>for visiting students</i>)	270	30



Courses Presentations and Objectives

Financial Statement Analysis

Teaching Language: English / French

ECTS: 4

Hours: 30

Financial analysis is the process of analysing and evaluating financial data and information about an entity to support decisions by stakeholders and management. Internally, financial analysis can help managers make future business decisions or review historical trends for past successes. Externally, financial analysis can help investors and stakeholders to evaluate investment choices and decisions to generate the best possible returns and investment possibilities.

The main objective of this course is to give students the basic tools needed to analyse and evaluate a company's strength and challenges. This course aims to achieve two main objectives:

1. Students should understand the theoretical concepts presented and apply the technical concepts presented in specific situations.
2. Students must also be able to analyse the company's financial statements - balance sheet and income statement.

By the end of this course, students must be able to apply technical knowledge in specific situations that they will encounter during their careers. The opportunity to work both independently as well as in groups will contribute to both to autonomy and team skills and allow students to continue to build on their knowledge more easily in the future.

Prerequisites

Prior to the beginning of the course, students must have attended general accounting courses. They must have a basic understanding of the structure and components of the Financial Statements of a company – Balance Sheet and Income Statement.

Data Management

Teaching Language: English / French

ECTS: 3

Hours: 24

In today's digital world, data is becoming increasingly more abundant and diverse. Data is very peculiar business resource. Its abundance carries a lot of new opportunities but also difficulties for companies. In this context, data management and business analytics have become critical business success factors.



This course is designed to provide students with fundamental knowledge in collecting, organizing, processing data and providing meaningful information for business decision making. Fundamental data management techniques such as relational databases and SQL will be examined in the first part.

In the second part, recent no-code solution for data management and visualization such as Power BI will be explored too. Moreover, some datamining and cleaning techniques will be studied and applied. Finally, students will be introduced to more advanced contemporary tools such as big data, Hadoop and data lakes.

Prerequisites

None

Sales and Negotiation Techniques

Teaching Language: English / French

ECTS: 4

Hours: 30

Understanding sales and negotiation techniques is essential for aspiring to a career as a corporate executive for a number of reasons:

- Effective leadership: Senior managers are often responsible for managing teams and for the strategic direction of the company. Mastery of sales and negotiation techniques enables them to guide their teams towards achieving commercial and strategic objectives.
- Strategic decision-making: Senior managers are often required to make crucial decisions for the company, particularly with regard to partnerships, customer contracts and strategic alliances. A thorough understanding of negotiation techniques enables them to broker favourable deals and maximize value for the business.
- Customer relationship management: Senior managers often have a crucial role in maintaining and developing relationships with key customers. Knowledge of sales techniques enables them to understand customer needs and propose appropriate solutions, thereby strengthening customer loyalty and satisfaction.
- Market competitiveness: In an increasingly competitive business environment, companies need leaders who can develop effective sales strategies to stay competitive. Senior managers who have mastered sales and negotiation techniques can help position their company advantageously in the marketplace.

The aim of the "Sales and Negotiation Techniques" course is to learn how to use and apply sales and persuasion techniques with a customer in a B2B environment. By the end of the course, students will have mastered the tools and demonstrated their ability to conduct a sale using a structured sales pitch in line with the relationship strategy they have devised. The course also aims to develop students' ability to critically analyse concrete situations through exercises and case



studies. To this end, in addition to the theoretical elements, this module involves students in a number of simulations, reading articles and solving exercises, the results of which are presented and critically discussed during the face-to-face sessions.

Prerequisites

None

Human Resources and Diversity Management

Teaching Language: English / French

ECTS: 3

Hours: 24

The main objective of this course is to explore the different dimensions of the design thinking process and apply it to business and managerial issues. The intent of the course is to provide students with tools and techniques that will help them define and solve managerial issues in a creative fashion. Methods for design thinking include observation, interviewing, empathizing, defining and framing issues and problems, low-tech prototypes and decision-making. During the course, students will have the opportunity to apply the tools and techniques to real life situations.

The course will teach students how to apply a design thinking model to solve or dissolve a real-life problem, developing innovative and creative ideas from imagination to prototyping. Students should be able to analyse a real situation and understand the problem from a holistic point of view, to interpret their research, so that in the end they can generate ideas. In this regard, different assignments about discovery, interpretation and ideation steps will be used in a continuous evaluation method.

The course develops students' ability to synthesize uncommon ideas and opinions to offer innovative and creative solutions or pathways. Students are expected to be able to generate multiple ideas from different points of view, trying to be innovative and creative. This ability will be measured with specific ideation and innovation and creation assignments.

Design thinking participants should be able to collaborate in a multidisciplinary and diverse context using the diversity, differences and multicultural perspectives as an added value for their proposal. It is expected that students will demonstrate a capacity to discover, analyze and use diversity and differences. Continuous Students will also learn to evaluate the importance to the iterative feedback through analytical and critical thinking approaches. They will have to adopt a human centred design allowing them to improve their idea and propose new ideas from different feedback. The iterative feedback will be evaluated through presentations given to their colleagues, to the specialist in the problem and to the people concerned with the design thinking challenge.



Finally, the course helps students to communicate the output of their design thinking in oral and written format and to attract interest for the implementation of the idea/s. Students will be able to present their output to general public and stakeholders or a specialized audience. This skill will be evaluated through the final presentation.

Prerequisites

None

Project Management

Teaching Language: English / French

ECTS: 3

Hours: 24

The 21st corporate context is extremely different. Competition is global and companies are more open. To succeed in this globalized world, organizations must be more responsive, innovative and open. Pyramid structures from the 20th century are now replaced by matrix or project mode organizations. In those organizations, individuals which have very different skills must collaborate and work together on complex projects. Almost any type of organization has to use project mode, inside their own structure or working with other stakeholders in a context of partnership for example (new project, consulting, digitalization, building industry, events...). In that context project management is essential.

This course is an introduction to project management. The objective is to help students understand main theories, methods and issues linked with project management. In this course student will also be able to discover main tools to deal with all project management stages.

From exercise done in class and a red wire case study, students will be able to put into practice all the methods and skills required to be a good project manager. They will also have to work in group and experience concretely issues that project managers are facing when they work in a team.

Prerequisites

None



Responsible Management

Teaching Language: English / French

ECTS: 4

Hours: 30

This course has been built to provide students with an overall knowledge of what responsible management means for companies. The content addresses how to translate the three pillars of sustainable development (economic, social and environmental) into corporate practices. It provides key insights of why companies should behave responsibly and of how they can do it by integrating responsible management principles into their functioning and at different levels of what they do. Students will become aware of the necessity for society to build socially responsible companies, of the stakes associated to such a project and of the ways of doing it. The pedagogy adopted for this course offers a mix of fun activities, critical study of discourses and news relayed by the press and business case studies. Theoretical concepts will always be used to illustrate and understand selected facts or situations for learning.

Prerequisites

None

Hackathon – SD Challenge

Teaching Language: English / French

ECTS: 3

Hours: 24

On a format of 3 consecutive days, in Hackathon mode, students have to propose answers to one or more issues on a theme of sustainable development or CSR.

Students are required to work in teams in order to design and present innovative projects producing significant environmental impact or reducing environmental footprint in the local context.

Prerequisites

None

International Week 4

Teaching Language: English / French

ECTS: 2

Hours: 15

See International Week 1

Prerequisites

None



Course for Bilingual Students

Teaching Language: English / French

ECTS: 2

Hours: 30

This course is designed for bilingual students who are proficient in both French and English, with a specific emphasis on business ethics. It integrates 6 hours of face-to-face instruction with 24 hours of independent study to enhance language skills and promote creativity within the context of business ethics. Through project-oriented learning, students will conduct research and present a written report and oral presentation. The objective of this course is to elevate students' language proficiency, critical thinking abilities, and comprehension of ethical business dilemmas.

Prerequisites

None

French as a Foreign Language

Teaching Language: English / French

ECTS: 3

Hours: 45

This course is designed for students with no prior or very little knowledge of French. Students will develop basic communicative skills in speaking, listening, reading and writing. By the end of this course, students will be able to communicate in a range of daily-life situations at a basic level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. By the end of this course, students will have partly attained A1 CEFR level.

Prerequisites

None

3rd Year of study – Bachelor Programme

Preamble: As the number of places available in BIBA Year 3 is limited, priority will be given to double degree students over credit transfer students.

Option 1 - Credit Transfer: Students who have achieved, in their home university, 2 years (eq. 120 ECTS credits) in a Bachelor program will take some or all the courses of the year 3 (final year) of our BIBA program.

Credit transfer students must register for at least 20 ECTS credits per semester.

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

Option 2 - Double Degree: Students who have achieved, in their home university, min. 2 years (eq. 120 ECTS credits) in one of the Bachelor programs indicated in the cooperation agreement signed with their home university, will follow the **whole course plan of the 3rd year (Licence 3)** of our Bachelor of International Business Administration (BIBA) program – *Diplôme en Management International des Affaires*, visé BAC+3 Grade de Licence, level 6 (180 ECTS).

Objectives: Mobilize one's critical thinking capacity to conduct activities within the company and propose solutions adapted to a globalized and digitalized environment.

3rd Year of study - Semester 5

Semester 1 (Fall) courses	Hours	ECTS
Teaching Unit (TU) 1 - Digital and Analytical Competences		
Corporate Finance	30	4
Management Information Systems	30	4
International Economics and Sustainability	30	4
Total TU1	90	12
TU2 - Commercial and Entrepreneurial Competences		
International Marketing	30	4
Sustainable Business Models and Value Creation	30	4
Total TU2	60	8
TU3 - Organizational and Behavioral Competences		
Organizational Behavior & International HRM	30	4
Managing Otherwise	15	2
Total TU3	45	6
TU4 - Open-mindedness and Communication		
French Culture and Society (for resident continuous and visiting students)	30	2
French as a Foreign Language (for non-French speaking visiting and resident students)	30	2
Total TU4	60	4
Total Semester 1	255	30



Courses Presentation and Objectives

Corporate Finance

Teaching Language: English / French

ECTS: 4

Hours: 30

The corporate finance course aims to provide the students with operational knowledge (“know-how”) of techniques related to investment decision:

- Time value of money
- Valuing common stocks and bonds
- The risk return relationship,
- Weighted average cost of capital and the cost of resources,
- Investment decision criteria,
- Estimating cash flows for investment decision purposes.
- Calculate the firm's overall cost of resources. Expected outcome: gain knowledge, understanding and application of techniques to measure the cost and market value of debt, the cost and market value of equity, and the Weighted Average Cost of Capital. Note that this outcome needs knowledge, understanding and application of time value of money techniques.
- Estimate the expected net present value of an investment project. Expected outcome: gain knowledge, understanding and application of the cash flow estimation techniques and the investment decision process and methods.
- Analyse the potential conflicts between the concept of value maximization in finance, and personal or corporate values. Expected outcome: gain knowledge and understanding of potential ethical conflicts in finance decision making.

Prerequisites

Students are supposed to have a basic knowledge of:

- Reading and understanding financial statements
- Doing calculations with a spreadsheet and an electronic calculator

To review these concepts and techniques, some supplementary handouts will be provided.

Management Information Systems

Teaching Language: English / French

ECTS: 4

Hours: 30

The main objective of this information systems course is to raise awareness about the major benefits, but also the major pitfalls related to information management. Information Systems are part of management disciplines, their purpose is to enhance organizational performance through better information management.



Companies increasingly need to monitor their environment (competitors, consumers and their needs, etc.) and their activities, in order to react as quickly as possible to external evolution and strategic threats or opportunities, by adapting themselves and responding through innovative strategies and internal changes.

Through enhanced agility, businesses can innovate and outcompete their rivals. Besides the main concepts, this course presents (1) the strategic aspects of I.S, (2) the digital world and how to improve the management of strategic information, and (3) examples of the main enterprise applications that improve organizational performance. Other business alternatives are also explored, such as (4) outsourcing and cloud computing.

Moreover, this course touches upon the issues faced when implementing the above elements, i.e., launching (5) I.S. projects, with the opportunities they can offer, but also the estimated costs and potential risks, mainly related to human issues and therefore requiring careful management changes.

Prerequisites

None

International Economics and Sustainability

Teaching Language: English / French

ECTS: 4

Hours: 30

The main objective of this International Economics (IE) course is to introduce the main concepts of IE and the impact of these concepts on International Business. In today's business world, the International Economy impacts on our daily lives in ways that sometimes we don't even realize. So, one key takeaway from this course is to raise the concern that the International Economy is widely integrated into international business concepts and into our lives. Understanding international economic integration requires us to define what we mean by the term and its historical evolution.

During the course, students will discuss classical concepts of the Economy, discuss current and past examples of the concepts, and will finish the course by proposing alternative ways to develop and measure the economic performance of the society, integrating elements such as new technologies and sustainability. The course emphasizes both the basic concepts of IE and critical analysis from the current perspective of sustainable national economies.

The overall objective of this course is to familiarize students with International Economy concepts, main concepts, historical perspectives, and the challenges that IE faces at this time. Through this course, students will be able to:

1. Understand the basic concepts and definitions related to International Economy
2. Understand I.E. Integration into International Business
3. Assess the economic situation of a country
4. Propose an alternative assessment of the national international economy taking into consideration the current drive for sustainable economies.



Prerequisites

Micro and Macroeconomics.

International Marketing

Teaching Language: English / French

ECTS: 4

Hours: 30

In the 21st century, marketing and international marketing are essentially interchangeable terms. With the increasing globalization, marketers need to be increasingly versatile and comfortable understanding the implications of their decisions in an international context. To date, market expansion has been facilitated by greater levels of market integration between countries. At the same time, growing access to technologies and global communication has allowed consumers to form global consumer cultures, that is, consumer segments that show similar product preferences regardless of cultural affiliation. Both developments significantly enhance companies' opportunities to offer their products and brands to a wider audience, thus benefiting from economies of scale.

This course seeks to provide students with an overview of the key decisions in international marketing, including companies' underlying motivations to internationalize, their selection and evaluation of alternative target markets, and their configuration of the marketing mix for effective segmentation, targeting, and positioning purposes.

Prerequisites

Students should have followed an introductory course in marketing management at the undergraduate level.

Sustainable Business Models and Value Creation

Teaching Language: English / French

ECTS: 4

Hours: 30

"Business Model" is a term widely used by managers, scholars, entrepreneurs, politicians, journalists, students... So widely used that many different definitions co-exist. It often makes discussions sterile and can lead to misunderstanding. A business model encompasses a large variety of situations and contexts. Its significance depends on the observer and her purpose: are we evaluating an enterprise? Are we creating a new activity? Are we trying to understand the sources of the competitive advantage of an enterprise? Are we presenting our entrepreneurial project? Are we trying to know if an enterprise is worth an investment?

Many managerial questions may have their answers at least partially rooted in the concept or framework of the business model. The goal of this course is to prepare students to respond to this kind of problem. The approach is not only academic but also practical relying essentially on tools and their usage.



Simply put, a business model is a plan that details the way a firm intends to make profits. However, the current and future business will be increasingly confronted to social and environmental challenges involving the interests of other stakeholders than the investors. The course therefore focusses on the key strategic elements ensuring that the business model of the enterprise addresses or mitigates the expectations of all concerned stakeholders.

Prerequisites

None

Organizational Behaviour and International HRM

Teaching Language: English / French

ECTS: 4

Hours: 30

The main objective of this course is to make students understand the values of collaboration and help them understand the managerial ethics and diversity of people in all its forms, in order to be able to exercise an ethical and socially responsible approach to the management of human resources.

This course is an introduction to behavior in organizations and international human resources management. As an introductory course, it aims to foster an awareness and understanding of behavioral phenomena occurring at the individual, interpersonal, group, and organizational level. Topics covered include personality, attitudes, decision making, motivation, diversity, cross-cultural issues, communication, leadership, power, group dynamics, conflict, ethics, organizational structure and design, organizational culture and managing change.

In the class, students will:

1. Gain on awareness of the opportunities and challenges of workplaces.
2. Gain an awareness of the opportunities and challenges of workplace.
3. Gain familiarity with theories and concepts relevant to understanding human elements at work.
4. Develop an understanding regarding their application in managing day-to-day life in the organization.
5. Improve management-related skills, including reading business cases, writing, oral presentation, planning and organizing tasks for groups.

6. Understand and improve their own experience and behavior as a member of the class and of a work group.

Prerequisites

None



Managing Otherwise

Teaching Language: English / French

ECTS: 2

Hours: 15

This course is built to help students to think “out of the box” and to discover and imagine new management practices, especially those that foster the principles of responsible management. Students will have to solve a complex and transdisciplinary project by developing an alternative organization with economic, social and environmental goals at the very heart of its mission. Following a creative methodology and a pedagogy “on-demand”, they will have to demonstrate their capacities to innovate and to create meaningful and citizenship organizations. They will discover new keys and tools, through managerial innovation, for achieving an overall performance and develop a broader vision of organizational activities not only embedded within a market but also within society.”

First, the course will help students to get the knowledge and understanding of organizational contexts: economic, social, historical and political. Indeed, the course has been designed to give the students an overview of: what is an organization/a company? What is a corporate or organizational mission? What do they stand for? The objective is to question the role and mission of organizations/companies within societies. Doing so, students will have the capacity to imagine innovative ways to build alternative organizations in specific contexts. The analysis of the context is tremendously important as an alternative cannot be defined and developed without roots. In their final project (final exam – collective assessment), students will have to describe the context in which the organization they create is embedded in. To do so, they will have to engage in an extensive collection of qualitative and quantitative data to describe the context of their project and to assess its relevancy. The data analysis will be based on the use of tools inspired from strategy, marketing or communication practices.

Students will also get a better understanding of ethical challenges for managers. In this regard, the course describes the different dilemmas that managers can face with regards to economic, social and/or environmental responsibilities. They will discover some ways to resolve some of them and sometimes acknowledge that some tensions that cross organizations cannot be addressed with traditional management tools and solutions. The course will be helpful to enhance students’ creativity and will increase their universe of possibilities through the imagination of managerial alternatives.

Last, students will learn how to integrate sustainable development/CSR at all levels of an organization. A transversal approach of sustainable development/CSR implementation will be proposed to identify how it could impact practices in strategy, marketing, governance, and communication within an alternative organization.

Students are expected to be able to describe the stakes of sustainable development/CSR for the diverse corporate functions, to develop recommendations for its implementation and to adopt a transversal vision to evaluate functional complementarities for building a global coherent sustainable/CSR orientation.

Prerequisites

None



French Culture and Society

Teaching Language: English / French

ECTS: 2

Hours: 30

For visiting students only

This course has been designed as a tool to help international students successfully integrate their new life in France while discovering each other in a different light. The goal is to examine and understand the various elements that define French cultural identity today. Students will discover France in an interesting, interactive and fun way that the professor has created, known as French “Culturocity.” Students will learn from activities that will help them respect and accept any differences encountered.

This teaching method will lead students to build bridges now, but also in the intercultural work force later on. Students will obtain “Cultural Intelligence” (known as CQ) in general and encourage them to develop their global mindset while engaging in academic inclusiveness. The required multicultural teamwork will enhance the following skills: listening, collaboration, innovation, analytical thinking along with problem-solving. As a result, students will adapt to multiculturalism on different and higher levels and be more open to the norms of another culture while maintaining or possibly even transforming their own identity and values. There is a strong possibility that students will “Frenchify” themselves to some extent together and be more inclined to have a enriched, positive and meaningful cultural experience in France.

Prerequisites

None

French as Foreign Language

Teaching Language: English / French

ECTS: 2

Hours: 30

This course is for non-French speaking visiting students only.

There are several groups per language, based on the levels.

Beginner: This course is designed for students with no prior knowledge of French. Students will develop basic communicative skills in speaking, listening, reading and writing.

By the end of this course, students will be able to communicate in a range of daily-life situations at a basic level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. By the end of this course, students will have partly attained A1 CEFR level.

Elementary: This course is designed for students who have an elementary knowledge of French (students who have successfully passed the Beginner course or have achieved an A1 level). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in a range of daily-life and simple professional situations. By the end of this course, students will be



able to communicate in a range of daily life and simple professional situations at an elementary level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of Spanish. Overall, students will attain a level comparable to A2 CEFR.

Intermediate / Advanced: This course is designed for students who have at least an intermediate knowledge of French (students who have successfully passed an Elementary (A2) course or who have at least 200 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading, and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate and advanced level. The course aims to further consolidate cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 to C1 CEFR.

3rd Year of study - Semester 6

Semester 2 (Spring) courses	Hours	ECTS
TU5 - Entrepreneurial and Managerial Competences		
Strategic Management	30	4
Digital Business Transformation	30	4
Sustainable Supply Chains	30	4
Start Up Week	30	4
Total TU5	120	16
TU6 - Professional Focus		
Elective Courses - Choose 3 courses from the list below:		
Audit and Control	24	3
Corporate Reputation	24	3
International Financial Markets	24	3
French Luxury & Excellence	24	3
Retail Management Technology	24	3
Introduction to Digital Marketing	24	3
Introduction to Social Entrepreneurship	24	3
Doing Business in/with the US	24	3
Empower your Potential	24	3
Total TU6	72	9
TU7 - Interdisciplinary Competences		
Business Game - Sustainable Development	24	3
French as a Foreign Language - FLE	30	2
Total TU7	54	5
Total Semester 2	246	30



Courses Presentations and Objectives

Strategic Management

Teaching Language: English / French

ECTS: 4

Hours: 30

Strategy is a vital tool for corporate managers in achieving corporate success. Therefore, in this course, students will dive into the essential concepts and theories that underpin corporate success. Rather than merely memorizing theoretical models, they will learn to navigate the dynamic complexities of nowadays business world through critical analysis and application.

Through a combination of theoretical exploration and real-world examples, drawn both from academic and professional literature and personal experiences, students will gain a comprehensive understanding of the internal and external factors influencing strategy formulation and implementation, and finally organizational performance. By studying and discussing different theoretical tools, students will learn how to evaluate these tools and cultivate their analytical skills necessary to formulate and adapt strategies on different organizational levels effectively.

Moreover, this course will learn students how to anticipate and respond to local and global industry dynamics, ensuring they are prepared to tackle the challenges they will encounter as future managers.

Prerequisites

None

Digital Business Transformation

Teaching Language: English / French

ECTS: 4

Hours: 30

Digital business is disrupting the economy: computers, robots, artificial intelligence are increasingly replacing humans, while organizations flatten benefitting a few behemoths and many small companies. In this course we will look at a large variety of examples of digital business and study the benefits and drawbacks of their activities.

McAfee & Brynjolfsson (2017) see digital business as a sector that brings about and takes advantage of three distinct but related trends: Machines taking over activities traditionally carried out by human, the ever more present intermediation by platforms of consumer-producer interactions, and the increasing role of outsiders in organizations that run as digital business. After an introductory session devoted to its organization and approach, this course devotes three separate blocks of six sessions to each of these trends.



Finally, Digital Marketing and all the social media impact will be analyzed, and the students will comprehend the implication in the current business context.

Prerequisites

The course builds upon concepts seen in the first semester in the courses on information systems and business model and value proposition.

Sustainable Supply Chains

Teaching Language: English / French

ECTS: 4

Hours: 30

Sustainability in operation management is fast becoming a vital factor related to the successful of supply chain. It is necessary for the students majoring in supply chain to have a basic knowledge of how sustainability is brought in supply chains so that they can understand the changes for contemporary supply chain strategy.

This course aims to introduce students to decisions that firms should consider when operating successfully within supply chains. The course addresses the structure and business processes of a supply chain and the design and implementation of strategic decisions within global supply chains, including implications of social, environmental factors and new digital technologies.

Students will achieve the following learning outcomes:

Discuss fundamental concepts of supply chain management, including a definition of supply chain effectiveness with regard to three criteria: profit, people and environment.

Discuss and analyze the critical importance of supply chain decisions on firms' competitiveness

Select and apply of appropriate tools and techniques to manage a supply chain and achieve overall efficiency and effectiveness.

Analyze the socials and environmental issues in supply chain decision-making.

Prerequisites

None

Start Up Week

Teaching Language: English / French

ECTS: 4

Hours: 30

Startup Week is a module that results from Montpellier Business School's desire to give each student completing their Bachelor Program a methodology for business creation and to develop their entrepreneurial spirit, by realizing that everyone of them is a potential future entrepreneur.



The coordination of the event and support for students is provided by the MBS Entrepreneurship Center where coaches and expert business creators intervene.

Prerequisites

The course requires prior knowledge of main business and management disciplines, such as finance, marketing, human resources management...

Elective course – Audit and Control

Teaching Language: English / French

ECTS: 3

Hours: 24

This course introduces students to fundamental concepts in corporate control systems and financial statements auditing.

The auditing process explored in this course relies on the standard methodology of the International Auditing and Assurance Standards Board. Moreover, it is based on the risk assessment approach.

Prerequisites

Financial accounting

Elective course – Corporate Reputation

Teaching Language: English / French

ECTS: 3

Hours: 24

The objective of this course is to develop the knowledge of the main concepts and theories in corporate communication in order to be able to build, promote and defend the image and reputation of a company. With the internet and social media growing impact on reputation, corporate reputation concerns everyone, everywhere in small, medium and large companies.

Students will be able to:

- Explore the role of corporate reputation and what are the key issues that need to be considered when managing reputation.
- Define the stakeholder theory and map the stakeholders in new business models.
- Understand the nature, role and scope of corporate communication and consider the relationship between corporate identity and corporate reputation.
- Explore the reasons why organizations use corporate communication.
- Acquire skills in building a corporate identity: message framing, corporate ad, public relations, sponsorship activities.
- Examine the corporate identity mix and consider the different methods of corporate communication to influence specific stakeholders, especially for internal communication, media relations, and crisis communication.



Students will analyse what went wrong and right in a real crisis communication case.

Prerequisites

Fundamental knowledge in marketing strategies is necessary for this course.

Elective course – International Financial Markets

Teaching Language: English / French

ECTS: 3

Hours: 24

The main objective of this course is to provide a broad overview of the international financial market by wide range of topics related to the theory and practice of the global financial markets. Its purpose is not to produce “experts”, but to give to the students a rich financial culture education and solid understanding of what modern managers need to know in financial landscape. Beyond the transmission of “pure” financial knowledge, this course aims at helping the beginners in finance to grow and meet various learning goals.

First, the course attempts to improve the Analytical and problem-solving skills: the strategic thinking of the business judgment is critical for a successful career. The students in this course are encouraged to select, analyze, discuss relevant information in a given context and then interpret their key assumptions as well as business decisions. The participants will develop the ability to think strategically about the proposed topics and to analyze the impact of them on a variety of countries and economic areas.

Second, the course targets at the development of the Interpersonal and communication skills: all participants of this course are required to prepare an oral presentation on various topics in global international market. They are expected to provide rational and convincing argumentation for their ideas. Furthermore, students will frequently work in groups for discussions and debates in classes. This goal will be improving students’ communication skills and their relation skills to work with different colleagues from different education backgrounds.

Third, one feature of this course is Ethics, diversity and global responsibility. Future managers need to understand the importance of being open-minded and have the basic skills to work with people from different cultural backgrounds. The students of this course are from all over the world, and they are encouraged to build a working team with classmates from different culture backgrounds. During the group presentation, topic discussions or debates, they are encouraged to show their own culture and also to open themselves to that of their classmates.

Prerequisites

None



Elective course – French Luxury and Excellence

Teaching Language: English / French

ECTS: 3

Hours: 24

If the term luxury is used everywhere and all the time and those concepts never cease to appear in order to always differentiate one's luxury; no one seems to be able to give a clear definition of this sector.

Some speak of "hyper luxury", "mass stem" of "trading up", "ultrapremium" "opuluxe ... Leading to a term that no one can come up with in a precise definition Luxury is not only a product, a know-how, it is above all a different and global way to understand the customers, to manage the brand and the company which makes it its success.

The aim of this course is to clarify the different elements contributing to the success of this sector and the implications that can be extended to other sectors in order to improve their operation through the establishment of a luxury strategy (Example: Apple).

The purpose of this course is to allow the student to:

- Benefit from an increased general culture because of the social, societal and economic implications of such an industry.
- Be an informed consumer.
- Better understand an economically and symbolically powerful industry around the world

Prerequisites

Prior knowledge in marketing management is highly recommended.

Elective course – Retail Management Technologies

Teaching Language: English / French

ECTS: 3

Hours: 24

This course approaches the discipline of Retail Management by delving into the traditional retailing fundamentals and focusing on new developments in the retail industry. It also examines the transformative potential of digital information technologies in enhancing the efficacy and efficiency of point-of-sale operations, thereby revolutionizing sales and customer relationship management. . The course offers invaluable insights, benefiting not only students aspiring to join retail stores as employees, but also those aiming to develop their own business.

Learning objectives:

- Organize various aspects of physical or online store operations to implement the general marketing strategy of the business.
- Develop processes for the selection, training, motivation, and retention of sales force employees.
- Use digital technologies to build understanding of customer needs and behaviors.
- Design an appropriate mix of digital technologies and physical experiences to manage customer relationships before and after the sale.



- Manage social networks and deal with unsatisfied customers both online and in- store.
Define relevant performance indicators and manage the sales budget and overall retail performance.

Prerequisites

Prior knowledge in marketing management is highly recommended.

Elective course – Introduction to Digital Marketing

Teaching Language: English / French

ECTS: 3

Hours: 24

This course provides a comprehensive foundation for understanding the dynamic world of digital marketing. Upon completion of the course, students will be equipped with essential knowledge and practical skills to navigate the digital landscape effectively. They will learn key skills such as search engine optimization (SEO), social media marketing, content creation and email marketing. Through a combination of theoretical instruction and hands-on exercises, students will gain insight into building and managing successful digital campaigns across multiple platforms. They will learn to identify target audiences, set campaign objectives, develop a strategy and devise tactics.

Prerequisites

None

Elective course – Introduction to Social Entrepreneurship

Teaching Language: English / French

ECTS: 3

Hours: 24

This introductory course to social entrepreneurship provides an overview of the dynamic field that combines business principles with social impact. This course equips students with the knowledge and skills necessary to identify and address pressing social and environmental challenges through innovative and sustainable business models. Through engaging lectures, case studies, and interactive discussions, students explore key concepts such as social innovation, impact measurement, stakeholder engagement, and ethical considerations. They learn how to develop a social mission, create viable business plans, and navigate the complexities of funding and scaling their ventures.

Prerequisites

No pre-requisite.



Elective course – Doing Business in / with the US

Teaching Language: English / French

ECTS: 3

Hours: 24

This course is for continuous resident and visiting students only.

The course will start with a quick overview of the cultural environments of international business. Specifically, we will examine the role(s) that variables such as language, religion, homogeneity play in defining the international business scene. Following that we will explore the different regions on the United States and discuss the common elements and the differences between them. This will be followed by a discussion of cultural distance between the United States and some other countries and the best practices when it comes to negotiating with Americans across the globe. A review of do's and don'ts as well as some peculiarities of business American English will be covered. Raising capital in the US and the importance of preparing a solid business plan for investors will be covered. The course will end with students demonstrate the acquired knowledge by working on a project that consists of introducing a product or service in a specified American city.

Student Learning Outcomes:

- Understand the importance of variables such as culture, religion and language on international business.
- Appreciate the differences between the various regions in the US.
- Interpret various indices s based on Hofstede and Trompenaars' work to develop an understanding of the differences between US and other cultures.
- Produce a business plan for potential US investors.
- Produce a comprehensive report about a possible market entry into a US city

Prerequisites

International Business is recommended.

Elective course – Empower Your Potential

Teaching Language: English / French

ECTS: 3

Hours: 24

The main goal of this module is twofold: (1) provide students with tools and methods to assess the skills and competences learned through their academic and professional experiences at MBS, and (2) build on this knowledge in order to prepare their mid-term personal and professional project.

Students will need to demonstrate initiative, adaptation, personal organization and be able to build support around achieving a common goal in an ethical logic. In particular, the ability to implement self-organization and adaptation will be worked on. Students must demonstrate their ability to position themselves in a thoughtful and upright attitude as well as to interact with others, particularly in understanding relational business works.



The need to be able to position themselves in a company and to adapt to new situations has created an obligation to reflect on our mental attitudes and personal postures as well as on our individual and collective organizational behaviors.

Prerequisites

None

Business Game – Sustainable Development

Teaching Language: English / French

ECTS: 3

Hours: 24

The "Ariane Business Game in Sustainable Development" immerses students in managing a high-tech ski manufacturing company within the Ariane simulation platform, challenging them to integrate economic success with Corporate Social Responsibility (CSR). Participants navigate a competitive market with the task of producing innovative skis and diversifying into tennis rackets to mitigate seasonal sales fluctuations.

The course emphasizes applying theoretical management concepts in strategy, production, marketing, and accounting to real-life scenarios, promoting a systemic understanding of business operations. Students learn to balance economic objectives with CSR through practical problem-solving and strategic decision-making.

Secondary objectives include developing group dynamics, exploring ethical business practices, and implementing eco-responsible production methods such as using recycled materials and pursuing ISO 14001 certification.

This course also focuses on enhancing financial management skills and strategic planning for business growth, particularly through off-season product diversification. By combining hands-on simulation with critical thinking, communication, and problem-solving exercises, the course prepares students to make informed, ethical decisions in their future careers, emphasizing the impact of sustainable practices in business. This comprehensive approach ensures students not only grasp market dynamics but also the significance of their managerial decisions on environmental and social levels.

Prerequisites

The "Ariane Business Game Sustainable Development" course requires students to have a foundational understanding of business concepts, economics, and basic accounting, along with some knowledge in environmental studies or sustainability. In terms of skills, students need strong analytical and critical thinking abilities to assess dynamic market challenges, effective communication for group work and presentations, and problem-solving skills for practical challenges in the high-tech ski market.



French as a Foreign Language

Teaching Language: English / French

ECTS: 2

Hours: 30

This course is for non-French speaking visiting students only.
There are several groups per language, based on the levels.

Beginner: This course is designed for students with no prior knowledge of French. Students will develop basic communicative skills in speaking, listening, reading and writing. By the end of this course, students will be able to communicate in a range of daily-life situations at a basic level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. By the end of this course, students will have partly attained A1 CEFR level.

Elementary: This course is designed for students who have an elementary knowledge of French (students who have successfully passed the Beginner course or have achieved an A1 level). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in a range of daily-life and simple professional situations. By the end of this course, students will be able to communicate in a range of daily life and simple professional situations at an elementary level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of Spanish. Overall, students will attain a level comparable to A2 CEFR.

Intermediate / Advanced: This course is designed for students who have at least an intermediate knowledge of French (students who have successfully passed an Elementary (A2) course or who have at least 200 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading, and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate and advanced level. The course aims to further consolidate cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 to C1 CEFR.