



Grande Ecole Master's Program Courses and Lessons Academic Year 2024 - 2025



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Overview

The MBS Grande École programme is open to students for initial enrolment having completed 2- and 3-year post-secondary education (bac+2 and bac+3) on a full-time (standard) or work-study basis, as well as company employees and job seekers who have held the post of director, manager, entrepreneur or experienced professionals. It is accessible subject to an entrance exam for initial and continuous study. The diploma can also be obtained through the validation of acquired experience (VAE). Graduates are trained to take up management roles in very different business sectors. This includes the roles of director of a small or medium-sized company, operational director or manager of an activity or department – purchasing, logistics, sales, marketing, communication, HR, administration and finance, management control – within the following main business sectors: ICT services, consulting, trade, finance and insurance, major industry. The diploma also enables students to continue their studies towards a PhD or an 8-year post-secondary diploma (Bac + 8).

Academic project of the Grande École Programme

The Grande École Programme is a general management course, at Master's level, whose academic project embodies the mission and values of Montpellier Business School. In accordance with this mission, it prepares its graduates to:

Make socially responsible decisions in a complex environment, and manage organisations to contribute to their overall performance.

For this, it relies on high-quality courses, an active academic approach and individual study programmes to develop the essential skills of a responsible leader. These skills, listed on [sheet RNCP36551](#), are as follows:

Take advantage of advanced and specialist use of digital tools in a responsible manner

Identifying digital uses and the impacts of their developments on an organisation to support the digital transition; Using advanced digital tools independently and taking advantage of their potential in a responsible manner in a professional and managerial environment.

Foster and produce highly specialised knowledge in management sciences

Fostering highly specialised and innovative knowledge in management sciences to develop original thinking; Developing a critical awareness of knowledge in management sciences; Problem solving to develop new knowledge and new procedures and integrating knowledge from related or complementary fields to management sciences; Making innovative contributions as part of high-level exchanges in an international environment; Conducting a reflective and arms-length analysis taking into account the issues, the problems and the complexity of a request or a situation to be able to propose appropriate and/or innovative solutions in compliance with changing regulations.

Communicate in a professional environment

Identifying, selecting and analysing, with a critical awareness, different specialist resources to document a subject and summarise this data for later use; Using professional English to read and draft papers, and communicate verbally; Communicating in writing or verbally in French in an appropriate manner given the context and speaker.

Contribute to transformation in a professional environment

Acting in a complex professional environment by developing new strategic approaches; Identifying and using new methods or resources for the organisation or an activity with overall performance in mind; Conducting a cross-disciplinary and collaborative project.

Contribute to the environmental and social

Respecting the principles of ethics and acting with responsibility; Supporting the social and environmental transition.



transformation of organisations

Defining and rolling out the strategy in a given environment and scope of activity

Monitoring and analysing changes in the environment, risks, trends, and opportunities for the organisation, both in France and abroad; Leading or co-leading the building of a strategic vision, determining the company's strategic orientations and objectives, and translating and monitoring them in a comprehensive action plan adapted to its cultural and/or geographic environment; Rallying and leading internal and external players (governance) in an ethical manner in order to develop a network (internal and external) conducive to the strategic development of the company and knowing how to articulate the strategic approach between the management and the various operational units.

Design and/or lead management solutions

Developing policies or practices that lead to a dynamic environment within the company by designing solutions to resolve identified problems and knowing how to apply appropriate tools in the different fields of management; Applying and implementing management policies and practices, analysis and evaluation techniques specific to each position (management control, HRM, marketing, finance, entrepreneurship, supply chain, project management, development, etc.) and knowing how to identify and interpret performance indicators in the different fields of management.

Measure and monitor via management tools and methods

Monitoring and measuring the relevance and performance of project management and steering tools by drafting and analysing the main summary documents and requirements as well as ensuring the design and consistency of monitoring systems adapted to the company; Auditing, evaluating and analysing the associated risks by using analysis and decision-making tools, identifying and evaluating the weaknesses/risks associated with the tools used.

Implement rules, standards and quality procedures

Applying and complying with the rules of contract law, labour law and tax regulations; Developing processes, quality and innovation procedures, etc. in order to improve processes.

Develop a managerial and organisational culture

Leading and rallying teams while respecting diversity, developing interpersonal skills and leadership to foster inclusion; Advising and negotiating with teams and business partners, including in a multicultural environment. Managing the organisation of work and possible transformations.

Supporting behaviour and approaches at work

Managing a personal development project and individual career development; Analysing individual actions in a professional situation, self-assessment to improve individual practice as part of a quality approach and developing behavioural and business skills; Supporting the development of employees.

Each year of the programme has dedicated learning objectives, listed for each teaching unit, to enable students to acquire these skills in a progressive and legible manner. Classes are grouped into teaching units, which contributes to the acquisition of the skills specific to each unit.

A course built around four pillars

Developing these skills relies on 4 pillars that are present at each stage of the course, with an intensity that varies depending on academic and professional progress: academic, international, professional and behavioural aspects.

The academic aspect is based on high-level classes, an active academic approach in management sciences, humanities and modern languages.

First year classes in management science (PGE1) focus on acquiring and reinforcing the basics of marketing, quantitative subjects (finance, accounting, statistics), project management and social responsibility of organisations. This is a “pre-master” year.

Second year classes (PGE2) focus on developing students’ strategic vision and skills in managing operations and teams to put it into practice, in a responsible manner, taking into account digital, societal and environmental transformations, with an international outlook. The third year (PGE3) is a specialisation year during which the classes go into greater and more complex detail about the specialist subject chosen, while also integrating a common core and the drafting of a master’s dissertation in order to promote complex thinking and cross-functional and responsible management.

The international aspect can be seen both in the management classes given over the three years of the programme and in the mandatory international experience that full-time students must complete.

This experience may take the form of an academic exchange at one of our international partner universities or an internship of at least 4 months abroad during the second year. The international aspect may also be strengthened by an academic exchange in third year, which provides the opportunity for a double diploma. It is also promoted through the presence on campus and in classes of international students, as well as language classes and lessons in English.

The professional aspect is based on the completion of mandatory internship periods at the end of each year, or through in-company periods for apprenticeship courses, the content and assignments of which correspond to the learning objectives of each year.

This is supported by the Career Centre, which offers a scheme designed to strengthen individual skills throughout the three years of the programme and to evaluate them with a view to building up students’ professional project and defining the value that students may represent to a future employer once they graduate. This also includes lecture series, company meetings as well as events focusing on professionalisation.

The seminars that bring together students from the same year group and take place during each year of the programme also have the aim of developing these professional skills by putting them into practice directly using real-world cases, business games and simulations, the subject of which is systematically based on the societal and environmental transition, and which become more complex with each year of study.

The behavioural aspect is developed throughout the three years of the programme through personal and professional development, lessons, seminars, internships and time abroad, as well as through training modules dedicated to the acquisition of the following soft skills:

- Communication, collaboration and reflexivity,
- Analysis, problem solving and critical thinking,
- Diversity, interculturality and inclusion,
- Innovative and enterprising spirit,
- Use of ICT.



The skills required to drive change and support the societal transition of organisations is developed as students progress academically through the programme.

In the first year, students take courses in the humanities and corporate social responsibility as part of the Act for Change programme, develop their critical thinking and take part in a challenge centred around sustainable development goals in order to be able to have a 360° view and be fully aware of the societal environment in which organisations are developing.

In the second year, two teaching modules in each key field of management science are dedicated to responsible management and digital transformation. In addition, the responsible entrepreneurship challenge aims to develop a comprehensive vision and actionable skills to address the managerial challenges of the societal transition.

In the third year, the core classes, the seminar, as well as the presence, within each specialist topic chosen, of a course dedicated to transition and the possibility of choosing one of the tracks directly related to these issues, enable students to take ethical strategic decisions and to manage in complex situations.

Academic progress around these 4 pillars is depicted below both for full-time students (Case 1) and students in the work-study programme (Case 2).

Case 1
Full time

PGE - 1st year	PGE - 2nd year	PGE - 3rd year	
Basics of Management Science and Critical Thinking	An ethical international and digital strategic vision	Complex management and specialisation	
UE1 USING KNOWLEDGE TO ROLL OUT A STRATEGY Critical thinking and status of knowledge Sociology and the history of organisations Geopolitics in a changing world Macroeconomy and 96h 12 ECTS	UE2 DEFINING AND ROLLING OUT THE STRATEGY Strategic management Corporate finance Strategic marketing Big data and IS governance 96h 12 ECTS	DOUBLE DIPLOMA COURSE	
UE2 MEASURING, MONITORING AND IMPLEMENTING STANDARDS Statistics and market studies Financial accounting Law and corporate legal issues 93h 12 ECTS	UE2 DESIGNING AND STEERING MANAGEMENT SOLUTIONS Management control Sales & relations strategies Purchase & Supply chain Management of HR and 96h 12 ECTS		
UE3 PROFESSIONAL COMMUNICATION TOOLS Intermediate Excel Modern language 1 Modern language 2 and "Interculturality" workshop 63h 6 ECTS	UE3 PROFESSIONAL COMMUNICATION TOOLS Business Challenge Modern language 1: English and TOEIC or French as a Foreign Language 54h 6 ECTS		
UE4 STEERING MANAGEMENT SOLUTIONS Consumer behaviour and the marketing mix Management accounting Fundamentals of corporate finance 93h 12 ECTS	UE4 MANAGEMENT AND ENVIRONMENTAL AND SOCIAL TRANSITION 1 course out of 4 to be selected from each of the topics below: Humanities Management sciences 1 72h 9 ECTS		
UE5 CONTRIBUTING TO ENVIRONMENTAL AND SOCIETAL TRANSITION Learning sustainability Entrepreneurship, innovation and society Sustainable project management 93h 11 ECTS Sustainable world hackathon	UE5 MANAGEMENT AND DIGITAL TRANSFORMATION 1 course out of 4 to be selected from each of the topics below: Humanities and tools Management sciences 1 72h 9 ECTS		
UE6 COMMUNICATING AND SUPPORTING BEHAVIOUR AT WORK ML1 and "International Business" workshop ML2 Soft Skills OR MBS association 78h 7 ECTS	UE6 COMMUNICATING AND SUPPORTING BEHAVIOUR AT WORK Modern language 1: English & TOEIC or French as a Foreign Language Soft Skills 2nd year professional period 87h 12 ECTS International Entrepreneurship Challenge		
Action discovery internship 2 months minimum	Managerial internship 4 months minimum abroad		Double diploma internship 6 months minimum



Case 2
Work-study

PGE - 1st year	PGE - 2nd year	PGE - 3rd year
Basics of Management Science and Critical Thinking UE1 USING KNOWLEDGE TO ROLL OUT A STRATEGY Critical thinking and status of knowledge Sociology and the history of organisations Geopolitics in a changing world Macroeconomy and contemporary crises 96h 12 ECTS	An ethical international and digital strategic vision UE1 DEFINING AND ROLLING OUT THE STRATEGY Strategic management Corporate finance Strategic marketing Big data and IS governance 96h 12 ECTS	Complex management and specialisation UE1 IN-DEPTH DISCIPLINARY STUDIES CLASSES Choice of a specialisation from among 10 offered: Entrepreneurship and innovation Strategy and consulting Project management s Marketing vision and strategy Digital marketing Sales and business development HR and responsible leadership Audit and Control Finance Purchasing and supply-chain management 105h 14 ECTS
UE2 MEASURING, MONITORING AND IMPLEMENTING STANDARDS Statistics and market studies Financial accounting Law and corporate legal issues 93h 12 ECTS	UE2 DESIGNING AND STEERING MANAGEMENT SOLUTIONS Management control Sales & relations strategies Purchase & Supply chain Management of HR and diversity 96h 12 ECTS	UE2 SPECIALISATION IN COMPLEX ENVIRONMENTS Specialisation course on the digital aspect Specialisation course on the international aspect Specialisation course on the societal aspect Research approach and methods 120h 16 ECTS
UE3 PROFESSIONAL COMMUNICATION TOOLS Intermediate Excel ML1 54h 6 ECTS	UE3 PROFESSIONAL COMMUNICATION TOOLS ML1 English - TOEIC S1 professional period on a work-study course 33h 6 ECTS	UE3 CROSS-FUNCTIONAL LEADERSHIP Organisations and transition Change and transformation management 72h 9 ECTS Responsible and complex decision-making seminar
UE4 STEERING MANAGEMENT SOLUTIONS Consumer behaviour and the marketing mix Management accounting Fundamentals of corporate finance 93h 12 ECTS	UE4 MANAGEMENT AND ENVIRONMENTAL AND SOCIAL TRANSITION 1 course out of 4 to be selected from each of the topics below: Humanities Management sciences1 Management sciences 2 72h 9 ECTS	UE4 SPECIALISATION TRACK Choice depending on the options offered by the chosen specialisation in UE1: Start Up Impact entrepreneurship in a sustainable economy Consulting professions Strategy and marketing of fair transport IT project management Ecological and social transition management Product & services marketing Excellence industries marketing Mobile multi-channel marketing and social selling Graphic design and specific communication strategies Wine business development Business development and business engineering: IT & Industry International & B2B business development Diversity and inclusive leadership Business partner Control and expertise Sustainable finance Corporate finance Banking professions Purchasing management Supply chain management 84h 11 ECTS
UE5 CONTRIBUTING TO ENVIRONMENTAL AND SOCIETAL TRANSITION Learning sustainability Entrepreneurship, innovation and society Sustainable project management 93h 11 ECTS Sustainable world hackathon	UE5 MANAGEMENT AND DIGITAL TRANSFORMATION 1 course out of 4 to be selected from each of the topics below: Humanities and tools Management sciences1 Management sciences 2 72h 9 ECTS International Entrepreneurship Challenge	UE5 EXPERTISE AND PROFESSIONALISATION Master's dissertation 3rd year professional period on a work-study course 4h 10 ECTS
UE6 COMMUNICATING AND SUPPORTING BEHAVIOUR AT WORK ML1 year professional period on a work-study course 33h 7 ECTS	UE6 COMMUNICATING AND SUPPORTING BEHAVIOUR AT WORK ML1: English & TOEIC 2nd year professional period on a work-study course 54h 12 ECTS International Entrepreneurship Challenge	
WORK-STUDY CYCLE		



Building individual pathways

Based on the different possibilities for completing their studies and depending on their admission into the programme, students can build tailor-made pathways that meet their professional and personal aspirations and which can be organised in different ways.

Depending on how they were admitted into the programme and their choice of course, the programme may be taken either full time (standard) or as part of a work-study programme (through an apprenticeship or professionalisation contract).

Students who complete the course as part of a work-study programme take the same classes as full-time students, with the exception of classes dedicated to soft skills. They develop these skills thanks to the assignments they complete during their time working in companies - this is why these assignments must meet the learning objectives of this year of the programme and are monitored by their tutor. The acquisition of these skills is assessed through different means supervised by the Career Center (written projects, interviews, skills portfolio, company assessment) in order to validate the corresponding credits.

These students cannot take part in an international academic exchange if they start the work-study programme from the first or second year.

Students who complete the course on a full-time basis must, during their second year (PGE 2), take part in an international experience, either through an academic exchange with a partner university abroad or a 4-month internship abroad.

The academic exchange may take place:

- During one semester (either the first or the second), the other semester being spent at the MBS campus. At the end of this second year, they must complete a 4-month internship in France or abroad, which is mandatory for exchanges in the first semester and recommended if the exchange takes place in the second semester.
- During both semesters of the academic year. At the end of this second year, the 4-month internship is recommended.

In the event they do not complete an academic exchange, second-year students take classes at the MBS campus and must complete their 4-month internship abroad at the end of the academic year.

During the last year (PGE3), students select a specialisation from over 10 different options offered in the programme or one of the double diplomas from our partner universities in France on a work-study basis. For full time students, they select a specialisation through a double diploma via the Master of Sciences courses at MBS or one of our partner universities in France or abroad.

A gap period may be requested by full-time students, at the end of either the first or the second year. This gap period is highly recommended - it can only be taken once throughout the programme and lasts for two consecutive semesters.

These different course options are outlined below (Case 3)



Case 3
Choice of course

PGE - 1st year	PGE - 2nd year		PGE - 3rd year
Basics of Management Science and Critical Thinking	An ethical international and digital strategic vision		Complex management and specialisation
Admission paths	Admission paths		Admission paths
ECRICOME - TREMPLIN BAC+2 CI - SHN - FPC1	Follow-up PGE1	TREMPLIN BAC+3 CI - FPC2	Follow-up PGE2
MBS campus FULL-TIME CYCLE or academic exchange semester 2	International academic exchange OR MBS campus FULL-TIME CYCLE OR International academic exchange	MBS campus FULL-TIME CYCLE	DOUBLE DIPLOMA MSc or DNM or UPE
2-MONTH INTERNSHIP	4-MONTH INTERNSHIP	4-MONTH INTERNSHIP abroad	6-MONTH INTERNSHIP
Optional Post-PGE1 gap year	Optional Post-PGE2 gap year	Optional Post-PGE2 gap year	
MBS campus WORK-STUDY CYCLE	MBS campus WORK-STUDY CYCLE	MBS campus WORK-STUDY CYCLE	MBS campus WORK-STUDY CYCLE

Graduation criteria: TOEIC 790 points - Master's dissertation - 60 ECTS credits/year
Professional period 8 months minimum - International experience

2nd year PGE2 (Master 1) - An ethical international and digital strategic vision

The objective of the second year is to learn the necessary skills to build an ethical, international and digital strategic vision, as well as how to lead operations and mobilise stakeholders to enable its implementation. During the first semester, classes focus on the strategic vision and its implementation, as well as the development of soft skills. During the second semester, the four aspects of management – Strategy, Marketing, Finance-accounting and Management – are covered through the prism of the societal transition and the digital transformation of organisations through two teaching units, in which the students choose their classes from among a proposed list. A specific course based on accounting, control and audit classes is also offered in the second semester.

The highlight of the second semester is the International Entrepreneurship Challenge. Students are asked to take a step back from all the courses taken this year and apply multiple forms of knowledge and expertise to develop an entrepreneurial project of international reach.

The year ends with a four-month international internship for students not leaving on an academic exchange abroad, or alternates between classes and in-company periods throughout the year for students on apprenticeship or professionalisation contracts.

Depending on their admission pathway and their academic careers before joining MBS, several options are open to students for this year of study.

- All students (who joined the PGE either in 1st or 2nd year) have the following options:
 - o In the full-time cycle, they complete two academic semesters at the Montpellier Business School campus: they follow the **Full-time cycle 1 - Campus for the 2 semesters** programme. They must complete a mandatory 4-month internship abroad.
 - o A first academic semester in the MBS campus and a second semester on an academic exchange for the transfer of credits obtained either in France (EPF), or abroad (partner university): they follow the **Full-time cycle 2 - Campus semester 1 and academic exchange semester 2**.
 - o In the work-study cycle, as part of an apprenticeship or professionalisation contract: they follow the **Work-study cycle** programme.
- Students who joined the PGE in 1st year and who complete their 2nd year in the full-time cycle may take part in an academic exchange as follows:
 - o A one-year academic exchange: they must follow the programme detailed in their Learning Agreement with their host institution and validated by the international exchange department at MBS.
 - o A first semester on an academic exchange and a second academic semester at the Montpellier Business School campus: they follow the **Full-time cycle 3 – International exchange semester 1 and campus semester 2** programme. They must complete a 4-month internship in France or abroad.

Languages and classes:

The classes may be taken only in English or on a bilingual basis: the proportion of classes given in English varies according to the cycle selected.

Students on an academic exchange:

The professional period is replaced with a special teaching module in order to validate the corresponding credits.

PGE2 - SEMESTER 1 – Sept. to Dec 2024

Semester 1 (Fall) courses	Teaching Language	Nbre of teaching Hours	ECTS Credits
Teaching Unit 1 (TU1) - Define and Rolling out the Strategy			
Strategic Management	EN	24	3
Corporate Finance	EN	24	3
Strategic Marketing	EN	24	3
IS Governance and Big Data	EN	24	3
Total TU1		96	12
TU2 - Design and Steering Management Solutions			
Management Control	EN	24	3
Sales & Relations Strategies	EN	24	3
Purchase and Supply chain	EN	24	3
Diversity & HR Management	EN	24	3
Total TU2		96	12
TU3 - Professional Tools and Communication			
French as a Foreign Language	FR	30	3
Business Challenge (AGORIZE platform)	EN	24	3
Total TU3		54	6
Total for the semester 1		246	30

First semester classes

Strategic management

This class covers the strategic approach: diagnosis, decision-making tools and the theoretical foundations of strategy. It connects key concepts, the approach and tools.

It enables students 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.

Corporate finance

The aim of the class is to develop the technical skills and understanding of the major issues of corporate finance and the implementation of the financial strategy. Students will learn how to value a company and project using various techniques, and how to adapt these techniques to different situations.

Strategic marketing

This class covers the strategic orientation of marketing. 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.

IS governance and Big data

This class enables students to define an information systems strategy in line with the overall strategy of an organisation. It covers the analysis of relations between the different departments in a company, as well as changing information systems and their interoperability. It also covers the strategic management of mega data and security issues.

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.

Sales and strategic relationships

This class, taught in English, covers the main techniques of sales negotiation, argumentation and relationship strategies. The aim is to master the tools and skills

required to lead a negotiation, as well as to determine the relationship strategies best suited to the context.

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.

Diversity and HR Management

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.

French as foreign language

Foreign language classes contribute to the acquisition of the following skills: effective communication and adapting to a multicultural working environment. This class is reserved for academic exchange students whose native language is English. It aims to develop communication skills in French through the acquisition or consolidation of the basics.

Business Challenge (AGORIZE Platform)

The Business Challenge course is a unique opportunity for students to work as a consulting agency on a real business problem. A Company will come and present a problem meeting precise specifications, and the students will have to work in groups to find original and effective solutions. There will be 50 teams of 4 students each. Each team will submit their work in the form of a report. The 3 best groups will present their solutions to the company at the end of the semester.

PGE2 - SEMESTER 2 – Jan. to March 2025

Semester 2 (Spring) courses	Teaching Language	Nbre of teaching Hours	ECTS Credits
TU4 - Management and Environmental and Social Transition			
<u>Humanities TES - Choose 1 course from the 4 below:</u>			
Responsible Decision Making	EN	24	3
Critical Management and Alternative Organizations	EN	24	3
Citizen and the Commons	EN	24	3
Geopolitics and Interstate Strategies	EN	24	3
<u>Management Sciences 1 TES - Choose 1 course from the 4 below:</u>			
Entrepreneurship and Systemic Change	EN	24	3
Non-profit Organization Management	EN	24	3
Marketing for Alternative Organizations	EN	24	3
Social and Environmental Reporting	EN	24	3
<u>Management Sciences 2 TES - Choose 1 course from the 4 below:</u>			
Alternative & Sustainable Business Model	EN	24	3
Ethical Leadership in a Changing World	EN	24	3
Sustainable Distribution for Alternative Food Networks	EN	24	3
Sustainable Finance with Bloomberg	EN	24	3
Total TU4		72	9
TU5 - Management and digital transformation			
<u>Humanities and Tools - Tutorials - Choose 1 course from the 4 below:</u>			
Sustainability & Ethics in the Digital Economy	EN	24	3
Information Systems Project Management	EN	24	3
AI for Business Management	EN	24	3
Advanced Excel for Managers	EN	24	3
<u>Management Sciences 1 - Tutorials - Choose 1 course from the 4 below:</u>			
Sharing Economy & Digital Platforms	EN	24	3
Management of the Digital Transformation	EN	24	3
Digital Marketing	EN	24	3
Applied Finance with Python	EN	24	3

Semester 2 (Spring) courses	Teaching Language	Nbre of teaching Hours	ECTS Credits
TU5 - Management and digital transformation			
<u>Management Sciences 2 - Choose 1 course from the 4 below:</u>			
Digital Business Model	EN	24	3
HR Management in the Digital Era	EN	24	3
Blockchain for Marketing & Sales	EN	24	3
Management Control and ERP	EN	24	3
Total TU5		72	9
TU6 - Languages, Soft Skills and Professionnalisation			
French as a Foreign Language	FR	30	3
International Entrepreneurship Seminar	EN	24	3
French Culture and Society	EN	24	3
<u>Soft skills 1 : Personal Development and leadership - Choose 1 course from the 3 below :</u>			
Behaviour Focus Development	EN	12	1,5
Design Thinking	EN	12	1,5
The Dark Side of Organizations	EN	12	1,5
<u>Soft skills 2 : Work with Others - Choose 1 course from the 2 below:</u>			
Conflict Management	EN	12	1,5
Fostering Diversity & Inclusion in Multicultural Environment	EN	12	1,5
Total TU6		102	12
Total for the semester 2		246	30

Second semester classes

Teaching of Managerial Sciences and Humanities classes – UE4 Management and environmental and social transition – Choice of classes

Exchange students must select one course in each of the 3 elective categories:

- Humanities,
- Management Sciences 1,
- 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, and the teaching languages are outlined in the table below.

Description of the classes in UE4

Responsible Decision Making

This course introduces students to the challenges of rational and responsible decision-making. How do we make rational choices based on ethical standards when faced with the uncertainties of the 21st century? In the context of environmental constraints, responsible decision-makers make multi-criteria choices which weigh the economic preferences represented by the expected usefulness compared to the broader social impact, biodiversity, sustainable water or air quality, etc. Different stakeholders place varying worth on these criteria. It is thus

important to classify decision-makers according to their preferences (e.g., aversion or attraction to risk) and to know which alternative choice is the least ambiguous for all concerned or for stakeholders unwilling to take risks. Students are introduced to the states of nature framework with subjective probability judgements.

The course contributes to the acquisition of the following skills: developing critical thinking, evaluating issues linked to ethics and corporate social & environmental responsibility.

Critical Management and Alternative Organizations

The theories, tools, techniques and vocabulary used in management sciences have a history that closely mirrors that of capitalism and globalisation. This class takes 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 societal and environmental transition and innovating to offer fresh solutions to a need or a requirement.

Citizen and the commons

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 issues related to ethics and corporate social responsibility, and supporting societal and environmental transition.

Geopolitics and interstate strategies

This class covers issues related to ethics and corporate social responsibility, by examining current global geopolitical crises and their impact on organisations. It focuses on regions in Eastern Europe, as well as on the Ukraine crisis and Russia with the aim of encouraging reflection on world peace and the role of geopolitics in economic relations and the strategy of organisations. This class contributes to the acquisition of the following skills: assessing the issues involved in ethics and corporate social responsibility, developing critical thinking skills and assessing the impact of internationalisation and globalisation on an economic sector, geographical area or organisation.

Entrepreneurship and systemic change

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

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.

Marketing for alternative organizations

This class takes a critical look at traditional marketing theories and tools to demonstrate their relevance for impact organisations and businesses, whose primary objective is not economic profitability but to contribute to solving climate change, the sustainable management of global resources, the preservation of biodiversity, as well as inclusion, equality and social justice. It presents the ethical issues associated with marketing and helps to support the societal transition of organisations through a number of case studies involving companies, associations, NGOs and social businesses. 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.

Social and Environmental 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.

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 societal and environmental transition and innovating to offer fresh solutions to a need or a requirement.

Ethical leadership in a changing world

This course addresses 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 focuses on the managerial and human aspects of issues surrounding 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.

Sustainable distribution for alternative food networks

This class covers the emergence of alternative and sustainable networks in the food sector, from production to consumption. The aim is to study the organisational arrangements, governance, constraints and opportunities of



these impact structures (short circuits, community-supported agriculture, farm shops, etc.), as well as the standards they develop with the aim of contributing to the sustainable management of global resources, the protection of biodiversity, as well as inclusion, equality and social justice. This class contributes to the acquisition of the following skills: promoting, distributing and adapting a product and service offering, supporting societal and environmental transition and innovating to offer fresh solutions to a need or a requirement.

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.



Teaching of Managerial Sciences and Humanities classes – UE5 Management and digital transformation – Choice of classes

Exchange students must select one course in each of the 3 elective categories:

- Humanities,
- Management Sciences 1,
- 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, and the teaching languages are outlined in the table below.

Description of the classes in UE5

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.

Information Systems Project Management

This course covers three complementary topics: improving the decision-making process through the digital transformation of the organisation; the protection of information and cybersecurity via a continuous improvement process, and the implementation and follow-up of information system (IS) projects. It contributes to the acquisition of the following skills: supporting the digital transition, developing, managing and using information systems and anticipating the organisational impact of information systems.

AI for business management

This class covers issues surrounding the use of big data and automation. It covers this topic both from a strategic point of view for organisations and from a managerial and technical standpoint. It looks at the various automation and data management tools available to managers, and offers training in Low code enabling students to obtain Microsoft's PL900 certification. 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 developing, managing and using information systems.

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.

Sharing Economy & Digital platforms

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.

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 digital transition, using ITC to develop individual reputations and that of the organisation, as well as managing the strategy and risks and developing an entrepreneurial/intrapreneurial project.

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. This class 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.

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 highlights the advantage of programming and automation in order to build models. This class contributes to the acquisition of the following skills: supporting 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.

Digital Business Model

This class covers the strategic challenges raised 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 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.

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 digital transition, using ICT in a professional and managerial environment.

Blockchain for Marketing & Sales

The aim of this class is to cover the basics of the Blockchain and the principles of the Token Economy in order to explore innovative use cases involving 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. This class contributes to the acquisition of the following skills: supporting 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.

Management Control and ERP

This class aims to familiarise students with the main ITCs to automate and pilot management control assignments through different types of dashboards. It covers the specific aspects of management control and its role in 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.

Teaching of language and soft skills - Choice of elective classes

- **Students in full-time cycle 1** (campus for the 2 semesters) **and in full-time cycle 3** (academic exchange semester 1 and campus semester 2) must select one class per category of soft skills – SSK 1 and 2.
- **Students on a work-study course** do not follow these classes as the acquisition of the related skills are assessed as part of their in-company period.

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.

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.

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, and promoting inclusion.

Soft skills classes – SSK1 Personal development and leadership

Focus on Behaviour Development

The aim of this course 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: analysing the organisational context and developing personal skills to adopt an appropriate professional posture.

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.

The dark side of organisations

The aim of this course is to prepare students to exercise throughout their career the main activities linked to team and people management by taking a critical view of organisational trends. Original examples help them to foster their reflection and apply critical thinking to topics such as boredom, stupidity, workplace happiness, and team building, etc. This class contributes to the acquisition of the following skills: analysing and solving management issues through the use of critical thinking.

Soft skills classes – SSK2 Working with others

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 is based on an innovative approach using the League of Legends game. It contributes to the acquisition of the following skills: analysis and problem solving and working efficiently with others.

Fostering diversity & inclusion in a multicultural environment

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. This class contributes to the acquisition of the following skills: identifying and integrating diversity, as well as promoting inclusion.