



# **Master in Management Master 2 Year Course Plans and Syllabus Academic Year 2025 - 2026**

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## Master in Management – Master 2 Year 2025/2026

### Preamble

**IMPORTANT:** As the number of places available in M2 is limited, priority will be given to double degree students over credit transfer students.

### **Double Degree**

Students who have achieved in their home university a Master 1 year (eq. 240 ECTS credits) in one of the Masters' programs indicated in the cooperation agreement signed with their home university, will follow the **whole course plan of one specialization track of the Master 2 year** of our Master in Management program, fully taught in English.

Please note: Double Degree seeking students must show a TOEIC score of min. 790/900 in order to register in the MiM program. The score must be valid until graduation.

### **Graduation Requirements**

- 60 ECTS Credits of Core Courses and Elective Courses in one of the eight concentrations below.
- Thesis: Pass/Fail mark. No Credits allocated to the Thesis.
- 6 Months Internship: Pass/Fail mark. No credits allocated to the internship.
- TOIEC score of 790/900 minimum.

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

Fall semester only is accessible to credit transfer students who will join the program for one semester.

**Note:** Students can only take courses in the track on which they are registered.

### **Objectives:** Complex Management and Specialization

The last year of the MiM program is a specialization/concentration year, as students can choose from 8 different specializations. Each course includes lessons which focus on preparing you to make decisions and act ethically in complexity by specializing in a chosen discipline. These courses prepare you for your short-term professional integration. A common core teaching unit, an internship and a master's dissertation complete these specialization courses, which aim to develop the necessary skills for the design and implementation of cross-functional solutions, making it possible to steer change and to prepare your medium-term career development.

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# Global Finance Concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Quantitative Methods in Finance	42	4
<b>Specialization Courses</b>	Corporate Finance	28	3
	Financial Statement Analysis	28	3
	Financial Markets, Banking & Regulations	28	3
<b>Special Topics</b>	Sustainable Finance & Investments	21	2
	Financial Markets Products	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power Platform by Microsoft	14	2
	Power BI	14	2
	Blockchain Technology in Finance	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Soft Skills	14	2
	Public Communication & Leadership	14	2
	Leading for well-being : A strategic Imperative	14	2
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	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Social & Inclusive Finance	42	4
<b>Specialization Courses</b>	Financial Modeling	28	3
	Python for Finance	28	3
	Financial Risk Management	28	3
<b>Special Topics</b>	International Finance	21	2
	Portfolio Management Simulation	21	2
	Research Methods in Finance	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Compliance and Ethics	14	2
	ERP of Financial Companies	14	2
	AI Artificial Intelligence Fraud Detection	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Strategic Financial Management : Capstone	14	2
	Fintech Innovation & Web 3.0	14	2
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		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Luxury concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	French Excellence & Savoir Faire	42	4
<b>Specialization Courses</b>	Luxury Brand Management	28	3
	Customer Experience Management (CEM/CXM) and Omnichannel Strategy	28	3
	Graphic Design & Brand Communication	28	3
<b>Special Topics</b>	Data Analytics for marketing	21	2
	Design thinking	21	2
	Qualitative and quantitative research methods	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power BI	14	2
	Sustainable Digital Growth	14	2
	Neuroscience & AI for Business	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
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	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Experience-Driven Marketing Challenge	42	4
<b>Specialization Courses</b>	Inside the Luxury Industry	28	3
	Luxury Tourism, Hospitality, and Sustainability	28	3
	Storytelling in the digital era	28	3
<b>Special Topics</b>	Sustainable Fashion & Luxury	21	2
	Retail management in the digital era	21	2
	Research methods in marketing	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Aviation: Understanding the challenges of the aviation industry	14	2
	Wine Management	14	2
	Luxury Attitude (certificate)	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Aviation (certificate)	14	2
	Socio-ecological Transition of Arts and Culture	14	2
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		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Digital Marketing concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Digital Marketing Strategy	42	4
<b>Specialization Courses</b>	Consumer psychology & behavior in digital era	28	3
	Customer Experience Management (CEM/CXM) and Omnichannel Strategy	28	3
	Graphic Design & Brand Communication	28	3
<b>Special Topics</b>	Data Analytics for marketing	21	2
	Design thinking	21	2
	Qualitative and quantitative research methods	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power BI	14	2
	Sustainable Digital Growth	14	2
	Neuroscience & AI for Business	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
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	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Experience-Driven Marketing Challenge	42	4
<b>Specialization Courses</b>	Mobile strategy	28	3
	Pricing and value creation	28	3
	Storytelling in the digital era	28	3
<b>Special Topics</b>	Digital Project Management and Digital Transformation	21	2
	Retail management in the digital era	21	2
	Research methods in marketing	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Aviation: Understanding the challenges of the aviation industry	14	2
	Wine Management	14	2
	Luxury Attitude (certificate)	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Aviation (certificate)	14	2
	Socio-ecological Transition of Arts and Culture	14	2
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		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Supply Chain Management concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Operations and Supply Chain Management	42	4
<b>Specialization Courses</b>	Advanced Statistics	28	3
	Sustainable Innovation Development	28	3
	Lean Management	28	3
<b>Special Topics</b>	Corporate Social Responsibility	21	2
	Supply chain strategy	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Power BI	14	2
	Introduction to Python	14	2
	Analysis of financial statements	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
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	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Global Supply Chain: Contemporary Challenges	42	4
<b>Specialization Courses</b>	Advanced Operations & Supply Chain Management	28	3
	Responsible Purchasing	28	3
	Supply Chain and Big Data	28	3
<b>Special Topics</b>	Lean Six Sigma (Yellow Belt Certificate)	21	2
	<b>Supply Chain Finance</b>	21	2
	Research Methods in Business & Management	14	2
	Sustainable Supply Chain	14	2
<b>Electives : students must choose 1 course from this list</b>	Digital Transformation in B2B	14	2
	The Business of Knowledge and Entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global Trends in Strategy	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Complex Projects Management concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Project Management Principles	42	4
<b>Specialization Courses</b>	Project Procurements & Operations	28	3
	Leading Effective Project Teams	28	3
	Big Data and Analytics	28	3
<b>Special Topics</b>	Process Improvement and Innovation	21	2
	Corporate Social Responsibility	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Power BI	14	2
	Introduction to Python	14	2
	Analysis of financial statements	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Theoretical foundations of International Entrepreneurship Part 1	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
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	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Project Management in VUCA World	42	4
<b>Specialization Courses</b>	Change Management and Collective Methods	28	3
	Preparation for CAPM	28	3
	Organisational Behaviour & System Change	28	3
<b>Special Topics</b>	Sustainable Innovation Management	21	2
	Agile Project Management	21	2
	Research Methods in Business & Management	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Digital Transformation in B2B	14	2
	The Business of Knowledge and Entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global Trends in Strategy	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	International Entrepreneurship: Application to Case Studies Part 2 (+ part 3 certification)	14	2
	Sustainable Entrepreneurship	14	2
	Socio-ecological Transition of Arts and Culture	14	2
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		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>



# Big Data concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Applied Strategic Management	42	4
<b>Specialization Courses</b>	AI-Powered Social & Text Analytics	28	3
	Data Management	28	3
	Business Analytics and big data	28	3
<b>Special Topics</b>	Business applications in AI	21	2
	Fundamentals of Python for business	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Power BI	14	2
	Analysis of financial statements	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Public Communication & Leadership	14	2
	Soft skills	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
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	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Big Data: application to Business	42	4
<b>Specialization Courses</b>	Google Cloud Data Analytics/Certificate or Cloud computing	28	3
	Data quality, protection, and regulations	28	3
	Entrepreneurship and Digital Business Models	28	3
<b>Special Topics</b>	Microsoft Azur Data Fundamentals	21	2
	Sustainability and Digital Transformation	21	2
	Research Methods in Business & Management	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Digital Transformation in B2B	14	2
	The Business of Knowledge and Entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global Trends in Strategy	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Fraud detection	14	2
	Microsoft Azur AI Fundamentals (certificate)	14	2
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		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
		<b>17</b>	<b>14</b>

# Digital Transformation concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
Core Course(s) in the Discipline	Internationalization Communication & Marketing Strategy	42	4
Specialization Courses	Internationalization of the Firm	28	3
	Organizational Behavior & International Human Resource Management	28	3
	Decoding Culture in International Business	28	3
Special Topics	AI Impact on International Business Strategy	21	2
	International Finance (International trading simulation)	21	2
	Research Methodology	14	2
Electives - Competency 1 : students must choose 1 course	Power platform by Microsoft	14	2
	Power BI	14	2
	Introduction to Python	14	2
	Neuroscience & AI for Business	14	2
Electives - Competency 2 : students must choose 1 course	Inclusive Leadership Across Cultures	14	2
	Public Communication & Leadership	14	2
	Fundamentals of International Entrepreneurship	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
		<b>210</b>	<b>23</b>
	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
Core Course(s) in the Discipline	Innovation Management: Start Me Up	42	4
Specialization Courses	International Project Management	28	3
	International Supply Chain Management	28	3
	Introduction to Big Data and Business Analytics	28	3
Special Topics	International Trade and Policy	21	2
	Legal issues in International Business	21	2
	Research methods in Business & Management	14	2
Electives - Competency 1 : students must choose 1 course	Digital Transformation in B2B	14	2
	The Business of Knowledge and Entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global Trends in Strategy	14	2
Electives - Competency 2 : students must choose 1 course	International Entrepreneurship: Application to Case Studies Part 2 (+ part 3 certification)	14	2
	Sustainable Entrepreneurship	14	2
	Socio-ecological Transition of Arts and Culture	14	2
		<b>210</b>	<b>23</b>
		<b>Teaching Hours</b>	<b>ECTS Credits</b>
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
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# Digital Change concentration

	Semester 1 (Fall) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	Digital Change: work, organizations and society	42	4
<b>Specialization Courses</b>	Big Data and Analytics	28	3
	Sustainable Innovation Development	28	3
	Organizational Analysis & Development for Business Consulting	28	3
<b>Special Topics</b>	Digital Transformation and Strategy	21	2
	Research methods for consulting : problem-solving and case-cracking	21	2
	Research Methodology	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Power platform by Microsoft	14	2
	Introduction to Python	14	2
	Power BI	14	2
	Neuroscience & AI for Business	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	Inclusive Leadership	14	2
	Public Communication & Leadership	14	2
	Fundamentals of International Entrepreneurship	14	2
	Leading for Well-Being: A Strategic Imperative	14	2
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	Semester 2 (Spring) courses	Teaching Hours	ECTS Credits
<b>Core Course(s) in the Discipline</b>	StratMe'up	42	4
<b>Specialization Courses</b>	Organizational behaviour & system change	28	3
	The business of Knowledge in the Digital Age	28	3
	Entrepreneurship and Digital Business Models	28	3
<b>Special Topics</b>	Digital Marketing and Communication	21	2
	Agile Project Management	21	2
	Research methods in Business & Management	14	2
<b>Electives - Competency 1 : students must choose 1 course</b>	Microsoft Azure AI Fundamentals (certificate)	14	2
	The business of knowledge and entrepreneurship	14	2
	Business Game: An Integrative Managerial Experience	14	2
	Global trends in strategy	14	2
<b>Electives - Competency 2 : students must choose 1 course</b>	International Entrepreneurship: Application to Case Studies Part 2 (+ part 3 certification)	14	2
	Sustainable Entrepreneurship	14	2
	Socio-ecological Transition of Arts and Culture	14	2
		<b>210</b>	<b>23</b>

		Teaching Hours	ECTS Credits
Thesis / Professional Experience	Thesis (Final, intermediate, and defense)	10	8
	Professional Experience	7	6
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*MBS being involved in a continuous improvement process, curriculum and course content are subject to adaptation according to the recommendations of the academic quality department.*

*Modif. 13/03/2025*