



# Université Catholique de l'Ouest

College of Law, Economics, Management and Political Science

Angers Campus



Catalogue of courses offered in English

Academic year 2024-2025

## Acronyms and Translations

French	English
Cours magistral (CM)	Lecture classes
Travaux dirigés (TD)	Groupwork classes
Faculté	College

## Academic Calendar\*

### **Fall semester**

- Classes: early September - mid-December
- Exam period: mid-December - mid-January

### **Spring semester**

- Classes: early January - mid-May
- Exam period: mid-May - mid-June

\*Dates are approximative as they vary for each degree.

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# College of Law, Economy & Management

## Faculté Droit, Économie, Gestion, Science Politique (DEGSP)

### Political Science - Bachelor's degree

#### **Course title in English: Political Parties in the English-Speaking World**

**Course code:** D-LSCPO-S5-13

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 24 CM

**Number of course credits:** 3

#### **Description:**

Centered on the English-speaking world, this class analyzes the specificities of political representation using political parties at the central object of study. First looking at the theoretical importance of political party systems in the processes of democratization, we will study the typologies of political parties and their specific role in constructing democratic systems and promoting political pluralism. Secondly, using a historical approach, we look at the unique creation of the Westminster model in England and how it influenced other English-speaking countries' own political party systems. After studying the original foundations, we will then study the history of various countries to examine the different social cleavages that formed their ideological foundations and the evolution of their political positions through time. The specific countries studied are Great Britain, Ireland and Northern Ireland, the United States, Canada, Australia, and India.

#### **Course title in English: Africa and its Political Challenges**

**Course code:** D-LSCPO-S5-11

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 24 CM

**Number of course credits:** 3

#### **Description:**

This course proposes an analysis of the different political, economic, and social challenges facing the African continent, with a particular emphasis on Sub-Saharan Africa. Organized as an introductory course, it explores the different ways that Political Science has been applied to the continent since the wave of independence in the 1960s. The different subjects that are studied include but are not limited to the past and present of the colonial legacy, similarities and differences in state formation, authoritarianism and democratization, the political economy of development, sources of national and regional conflicts, the consolidation of civil society, and the role of developmental aid assistance across the continent. The objectives aim to better understand the colonial traces of the modern African state and societies in order to then better appreciate the social, religious, and economic transformations through a historical perspective. The goal is to not only understand the principal analytical theories and approaches employed to study political systems in Africa and the difficulties of development on the continent, but to also appreciate the complexity of these analyses.

#### **Course title in English: Environmental Governance**

**Course code:** D-LSCPO-S5-11

**Level and semester:** 3<sup>rd</sup> year, spring semester

**Number of course hours:** 36 CM & 12 TD

**Number of course credits:** 5

**Description:**

Environmental governance examines the interactions between governments, societies, and the natural world. Studying the structures and motivations of environmental management systems across temporal and spatial scales, we can contextualize the growing role of the environment on policy agendas worldwide. This interdisciplinary course will combine the disciplines of political science and the role of governments in crafting and carrying out public policy, the role of economics in influencing markets and human behavior, and sociology in the myriads ways that human behavior affects and is affected by society-nature interactions. A multi-scale approach will focus on case studies of environmental governance at the local levels of individual countries, regional approaches, as well as global initiatives. Through a combination of theoretical frameworks, empirical observations and specific case studies, the course proposes to further understanding as to how and why environmental policy and management of the natural world has become a key concern of our age.

**Course title in English: Ethics of War****Course code:** D-LSCPO-S6-12**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 24 CM**Number of course credits:** 3**Description:**

War occupies a central place in International Relations. While its nature has constantly evolved throughout history, so has its representation. The idea of "thinking about war" has animated human society, Western and non-Western, since their origins. In this sense, one of the major sources of reflection is intimately linked to the question of the legitimacy of war. More specifically, it looks into knowing if a war is just or not, whether concerning its beginning (*jus ad bellum*), the conduct in war (*jus in bello*) or its ending (*jus post bellum*). This course analyzes the doctrine of just war through multiple dimensions (historical, theoretical, practical, critical, etc.). In other terms, it proposes an understanding of the ethics of war through its complexities, analyzing the different debates and challenges, both political (terrorism, prevention war, humanitarian interventions, etc.) and technological (cyberwar, drones, enhanced soldiers, etc.), which contribute to its evolution.

## **International Management, Economics and Business Ethics - Bachelor's degree**

**Course title in English: Languages - English****Course code:** D-LGIEE-S1-1**Level and semester:** 1<sup>st</sup> year, fall semester**Number of course hours:** 36 TD**Number of course credits:** 4**Description:**

General English is a four skills course in which students will develop listening, speaking, reading and writing skills, as well as learn about English-speaking cultures around the world. Course objectives: To improve overall level in English with the aim of achieving native proficiency and the ability to function easily at the level required in an academic environment. To improve oral comprehension through activities using authentic media. To enhance communication skills through grammar-based activities. To improve spoken fluency and confidence when communicating spontaneously. To understand and develop the most efficient language learning methods for acquiring overall fluency in English.

**Course title in English: LV2 Français Langue Etrangère (Languages - French for non-French-speakers)**



**Course code:** D-LGIEE-S1-17

**Level and semester:** 1<sup>st</sup> year, fall semester

**Number of course hours:** 20 TD

**Number of course credits:** 2

**Description:**

It is a language course designed to help non-native French speakers improve their French language skills. The course typically focuses on building foundational language abilities, including speaking, listening, reading, and writing, in French.

**Course title in English: General Accounting I**

**Course code:** D-LGIEE-S1-3

**Level and semester:** 1<sup>st</sup> year, fall semester

**Number of course hours:** 36 CM + 16 TD

**Number of course credits:** 6

**Description:**

The aim of this course is to provide students with the core notions of financial accounting: Evolution of accounting; Annual accounts: balance sheet, income statement, appendices; Accounting principles; Accounting organizational structure; Customer cycle – sales; Supplier cycle – purchases; VAT; Taxes; Staff costs; Liquidities; Fixed assets; Stock; Inventory operations.

**Course title in English: Introduction to Economic Analysis**

**Course code:** D-LGIEE-S1-5

**Level and semester:** 1<sup>st</sup> year, fall semester

**Number of course hours:** 20 CM + 10 TD

**Number of course credits:** 3

**Description:**

The aim of this course is to provide students with the core notions of economic analysis: Fundamental concepts; The law of diminishing marginal utility; Supply, demand, arbitrage; Production; Exchange and division of labor; Money and monetary prices; The origin and nature of interest rates.

**Course title in English: History of Economic Thought**

**Course code:** D-LGIEE-S1-7

**Level and semester:** 1<sup>st</sup> year, fall semester

**Number of course hours:** 14 CM + 6 TD

**Number of course credits:** 2

**Description:**

The historical framework of economic activity; From Antiquity to Adam Smith; The synthesis of the Middle Ages: scholasticism; Mercantilism: rebirth of the State and the Political Economy; Adam Smith and the Scottish School; Locke, Hobbes, Hume; Economic thought in the 19th century: the development of liberal thought and its reactions (the English school and the French school/ French and German socialism); Economic Thinking in the 20th Century.

**Course title in English: Mathematics for Economics and Management**

**Course code:** D-LGIEE-S1-10

**Level and semester:** 1<sup>st</sup> year, fall semester

**Number of course hours:** 24 CM + 12 TD

**Number of course credits:** 4

**Description:**

This course aims to provide the student with basic knowledge in linear algebra and function analysis up to integral calculus. The applications are oriented towards economics and management:

Introduction to the use of Excel in mathematics; Affine functions; Linear algebra: vector spaces in  $R^n$ , elementary matrix calculation, matrix inversion invertible matrix, linear systems, diagonalization; Functions: continuity/limits; Derivatives, primitives; Logarithmic and exponential functions; Trigonometric functions; Integral calculation: primitives and integrals, practical calculation, integration by parts, change of variables, average value, series and volumes, integrals over open and bounded intervals.

### **Course title in English: Ethics**

**Course code:** D-LGIEE-S1-9

**Level and semester:** 1<sup>st</sup> year, fall semester

**Number of course hours:** 16 CM + 8 TD

**Number of course credits:** 2

#### **Description:**

This course is an introduction to various theories of ethics complemented by an introduction to psychology (moral cognitive development). Students will carry out exercises and case studies as well as a group project for which they will analyze a cinematographic work, addressing an ethical question, preferably concerning the ethics of business, or relating to questions of human dignity. The main concepts observed during the course are the following:

Introduction to Ethics; Development and moral identity; Ethics of virtues; Christian morality; Ethics & utilitarianism: the paradigm shift; Liberalism and ethics, the social contract.

The philosophers studied during the course: Plato, Aristotle, Confucius, Augustin, St Thomas, J. Locke, D. Hume, I. Kant, J. Bentham, J.S. Mill, J. Rawls, C.S. Lewis, and L. Kohlberg.

### **Course title in English: Research methodology**

**Course code:** D-LGIEE-S1-11

**Level and semester:** 1<sup>st</sup> year, fall semester

**Number of course hours:** 12 TD

**Number of course credits:** 1

#### **Description:**

The purpose of the course is to introduce to students the fundamentals of academic work, such as taking notes, making a synthesis note, producing a text commentary, writing an analysis and or a thorough and logical synthesis of documents (texts, graphics), making bibliographical searches (knowing how to select works, articles and sites, order them, quote them, reference them and avoid plagiarism) in the context of a personal or group project. The course is also teaching various methods of solving a practical case (management or ethics), preparing and succeeding its oral presentation in foreign language, preparing and succeeding a defense and giving oneself the means to carry out an effective work (develop own learning strategies, time and stress management, improve concentration).

### **Course title in English: Principles of Management & Corporate Social Responsibility**

**Course code:** D-LGIEE-S1-12

**Level and semester:** 1<sup>st</sup> year, fall semester

**Number of course hours:** 32 CM + 16 TD

**Number of course credits:** 6

#### **Description:**

The objective of this course is to introduce to students the basics of management, to show that ideas on management apply to most areas of human activity, not just to commercial enterprises, and to make the topic attractive to students with various backgrounds and diverse career intentions. The course is designed to teach students the fundamentals of management as they are practiced today:

Managing in Organizations; Models of Management; Organization Cultures and Contexts; Managing Internationally; Corporate Responsibility

**Course title in English: Languages - English**

**Course code:** D-LGIEE-S1-1

**Level and semester:** 1<sup>st</sup> year, spring semester

**Number of course hours:** 36 TD

**Number of course credits:** 4

**Description:**

**Course title in English: Languages - French for non-French-speakers**

**Course code:** D-LGIEE-S2-14

**Level and semester:** 1<sup>st</sup> year, spring semester

**Number of course hours:** 20 TD

**Number of course credits:** 2

**Description:**

**Course title in English: French Culture, History, and Civilization**

**Course code:** D-LGIEE-S2-5

**Level and semester:** 1<sup>st</sup> year, spring semester

**Number of course hours:** 32 CM + 16 TD

**Number of course credits:** 6

**Description:**

The target of the course is to acquire a profound and trans-disciplinary knowledge of French history, society, economy:

Placing France and French culture on the global scene; France as a political unit (history); Geographic and administrative segmentation; French culture; French “systems”; France at a crossroads

**Course title in English: Microeconomic Principles**

**Course code:** D-LGIEE-S2-6

**Level and semester:** 1<sup>st</sup> year, spring semester

**Number of course hours:** 24 CM + 16 TD

**Number of course credits:** 5

**Description:**

This course conveys the main tools of standard microeconomic analysis in consumption theory, production theory, partial and general equilibrium analysis. The course consists of three parts:

1. Consumption theory:

- Consumers and optimizing behaviour based on subjective preferences
- Optimal consumption bundles based on budget constraints and utility functions
- The law of demand
- Individual demand and market demand

2. Production theory:

- Technology and production functions
- Cost minimization and profit maximization
- Supply in a competitive market
- Supply in a monopolistic market

3. Market analysis:

- Partial and general equilibrium
- Consumer and producer surplus in a competitive and monopolistic market
- Deadweight loss from monopoly and interventions into the market

**Course title in English: Statistics for Economics and Management****Course code:** D-LGIEE-S2-7**Level and semester:** 1<sup>st</sup> year, spring semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Description:**

The goal of this course is to introduce to students the essential methods and concepts of descriptive statistics. Students will learn how to collect, summarize, analyze, and interpret data using graphical and numerical methods. This course covers descriptive statistics, simple linear regression, probability, time series analysis and random variables.

- Data: Categorical and Quantitative Data, Cross-Sectional and Time Series Data.
- Descriptive Statistics: Tabular and Graphical Presentations.
- Measures of Location: Mean, Median, Mode and Quartiles.
- Measures of Variability: Range, Interquartile Range, Variance and Standard Deviation.
- z-Scores and Chebyshev's Theorem.
- Five-Number Summary and Box Plot.
- Measures of Association Between Two Variables: Covariance and Correlation Coefficient.
- Probabilities: Combinations and Permutations.
- Events and Their Probabilities.
- Conditional Probability and Independent Events.
- Bayes Theorem.
- Discrete Probability Distributions.
- Binomial, Poisson, and Hypergeometric Probability Distributions.
- Continuous Probability Distributions.
- Uniform, Normal and Exponential Probability Distributions.
- Introduction to time series analysis.

**Course title in English: Logic****Course code:** D-LGIEE-S2-8**Level and semester:** 1<sup>st</sup> year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

- Introduction
- Avoiding the Question
- Making Assumptions
- Statistical Fallacies
- Propaganda

**Course title in English: Social Doctrine of the Church: Intercultural Approach****Course code:** D-LGIEE-S2-9**Level and semester:** 1<sup>st</sup> year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

The course presents the Catholic Social Teaching (CST): its biblical foundations as well as the encyclicals from Rerum Novarum (Leo XIII) to Laudato Si (Francis). CST principles and themes are discussed, including aspects of business, politics, and economy. Many excerpts from documents as well as scientific articles will be analyzed. The aim is to link theoretical principles to managerial practices and interculturality in a concrete way. Interventions by company professionals involved in this process may be organized. The key chapters cover:

- History and authority of Catholic social doctrine;
- Rights and responsibilities;

- CST themes and principles;
- CST in the world of enterprise and enterprise (in particular anthropology of work, wages and working conditions);
- The vocation of the entrepreneur, the executive, and the Christian entrepreneur.

**Course title in English: Foundations of Law**

**Course code:** D-LGIEE-S2-11

**Level and semester:** 1<sup>st</sup> year, spring semester

**Number of course hours:** 12 CM + 8 TD

**Number of course credits:** 2

**Description:**

Law and sources of Law:

- What is law?
- The sources of law. Natural law and positive law
- The foundations of the French and Anglo-Saxon legal systems: civil code versus common law

The internal courseification of Law

- Public law
- Private law
- Criminal law

Law enforcement, conflicts of law

- Law enforcement in space
- Enforcement over time

**Course title in English: Digital Transformation and Sustainability**

**Course code:** D-LGIEE-S2-12

**Level and semester:** 1<sup>st</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:**

The course introduces the problematics of omnipresent digitalization, its impact on business and people's lives. How technologies transform industries? How new business models built on digital technologies might have a positive impact on sustainability? What are the best practices of applying technologies to reducing the footprint in production, etc. The overview of the current state of digital transformation within various industries appeals to reflections about the future of technologies and related economic development. The following topics are covered within the course:

- Introduction: Digital transformation: Is it omnipresent? Can any business avoid it?
- Technological disruption and its implications for economies, politics, and daily life of common people;
- Information Wars;
- Data analysis to Artificial Intelligence, data driven management;
- Sustainable business models and digital transformation.

**Course title in English: Professionalization**

**Course code:** D-LGIEE-S2-13

**Level and semester:** 1<sup>st</sup> year, spring semester

**Number of course hours:** 12 TD

**Number of course credits:** 1

**Description:**

This course enables students to develop their professional and personal project and to discover the enterprises' daily functioning and structure.

- Jobs and internships.
- CV and motivation letter.
- "Jobs Fair".
- Interviews, candidates' selection, job offers.
- Rules and ethics of business behavior.

**Course title in English: Languages - English**

**Course code:** D-LGIEE-S3-1

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 24 TD

**Number of course credits:** 2

**Description:**

**Course title in English: Languages - French for non-French-speakers**

**Course code:** D-LEGEE-S3-3-5

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 20 TD

**Number of course credits:** 2

**Description:**

**Course title in English: Financial Analysis**

**Course code:** D-LGIEE-S3-4

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 32 CM + 20 TD

**Number of course credits:** 6

**Prerequisites:** Bac+1 level in management, economics, commerce, or a related field would typically be expected, along with basic knowledge of corporate finance principles.

**Description:**

The objective of this course is to give a solid background of Corporate Finance in terms of theory and techniques (with French and UK/US approaches) enabling students to perform standard techniques used in companies and financial institution. Interested students can follow up by joining master's in finance (in France and abroad).

Fundamentals of Corporate Finance are covered, enabling students to identify where to dig deeper depending on their area of interests (towards company, bank, insurance, financial markets or even financial investments).

Key chapters cover the following topics:

- Financial statement analysis,
- Financial decision-making,
- Time value of money,
- Investment decision rules,
- Fundamentals of capital and investment budgeting.

**Course title in English: Macroeconomic Principles**

**Course code:** D-LGIEE-S3-5

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 24 CM + 16 TD

**Number of course credits:** 5

**Description:**

1. The fundamentals of macroeconomic development in the long-term (courseical) perspective;

2. The fundamentals of short-term macroeconomic fluctuations from a Keynesian perspective as well as alternative points of view.

The first part is structured as follows:

- Introduction to Macroeconomics
- Measuring a Nation's Income and the Cost of Living
- Production and Growth
- Saving, Investment and Financial Institutions
- Unemployment
- The Monetary System
- Money Growth and Inflation

The second part is structured as follows:

- Introduction to Keynesian Economics: the circular flow model
- The Keynesian Multiplier
- The IS-LM Model
- The Business cycles and policy responses within the IS-LM framework
- Unintended consequences of policy responses
- Monetary policy as a potential cause of business cycles from a Monetarist and Austrian perspective

### **Course title in English: Entrepreneurship and the Economic Theory of the Firm**

**Course code:** D-LGIEE-S3-6

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

#### **Description:**

This course analyzes the role of the entrepreneur in economic theory.

- Historical foundations of the theory of entrepreneurship (Cantillon, Say, Menger)
- Entrepreneur as a fundamental player in economic development (Schumpeter)
- Uncertainty and risk at Knight
- Mises' theory of entrepreneur
- Theory of the firm (Coase)
- Theory of discovery of entrepreneurial opportunities (Kirzner)
- Entrepreneurial judgment (Klein)

The authors studied are Menger, Schumpeter, Mises, Knight, Rothbard, Kirzner, Coase, Klein, Foss...

### **Course title in English: Mathematics for Economics and Management II**

**Course code:** D-LGIEE-S3-7

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 24 CM + 12 TD

**Number of course credits:** 4

#### **Description:**

This course aims to deepen the knowledge of the student in mathematics, especially the study of functions of several variables, optimization, and Matrices. Also, it introduces inferential statistics, how to draw conclusions from data and how to estimate parameters of a population using sampling and confidence intervals.

Functions of several variables:

- Partial derivative of a function of several variables.
- Unconstrained optimisation.
- Constrained optimisation.
- Lagrange multipliers.

Matrices:

- Basic matrix operations.
- Matrix inversion.
- Determinant of a matrix.
- Linear systems.
- Cramer's rule.

Inferential statistics:

- Student and chi-squared distributions.
- Sampling distribution.
- Point estimation.
- Central limit theorem.
- Estimation using confidence interval.

Hypothesis tests.

### **Course title in English: Business Law**

**Course code:** D-LGIEE-S3-11

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 14 CM + 6 TD

**Number of course credits:** 2

**Description:**

- Law of Contracts
- Tort law
- Case law on contracts and commercial disputes in Anglo-Saxon business law

### **Course title in English: Career Development**

**Course code:** D-LGIEE-S3-9

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:**

The aim of this course is to help students build and formalize their professional project. This course includes individual support for students in their search for an internship.

### **Course title in English: Principles of Marketing**

**Course code:** D-LGIEE-S3-10

**Level and semester:** 2<sup>nd</sup> year, fall semester

**Number of course hours:** 20 CM + 10 TD

**Number of course credits:** 3

**Description:**

This course provides students with an overview of the marketing function with an emphasis on creating value through marketing, consumer behavior, pricing strategies, marketing channels, and various methods of mix marketing.

- An overview of marketing history and theory
- The marketing environment
- Consumer behavior
- Organizational buyer behavior
- Market segmentation, targeting and positioning
- Customer relationship marketing (CRM)
- Branding and product development
- Product innovation and the life-cycle approach.
- Promotion
- Pricing
- Distribution



**Course title in English: Languages - Business English****Course code:** D-LGIEE-S4-3**Level and semester:** 2<sup>nd</sup> year, spring semester**Number of course hours:** 20 TD**Number of course credits:** 2**Description:****Course title in English: Languages - French for non-French-speakers****Course code:** D-LEGEE-S4-3-5**Level and semester:** 2<sup>nd</sup> year, spring semester**Number of course hours:** 20 TD**Number of course credits:** 2**Description:****Course title in English: International Economics****Course code:** D-LGIEE-S4-6**Level and semester:** 2<sup>nd</sup> year, spring semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Description:**

The aim of the course is to cover the fundamentals of the theories and empirics of international trade. It provides an overview of the reasons why trade exists at all, why one can expect the flow of trade to conform to certain patterns and how the allocation of productive resources in each country is correspondingly affected, as well as the effects of legal obstacles to trade and their origins. Students should then be able to understand the age-old free trade vs protectionism controversy and its present significance, and what is at stake in the development of international institutions. It is structured as follows:

- Introduction to the World Economy
- International Institutions since WWII
- Comparative Advantages and the Gains from Trade
- More Reasons to Trade
- Tariffs and Quotas
- Commercial Policy
- Labor and Environmental Standards

**Course title in English: Corporate Law****Course code:** D-LGIEE-S4-8**Level and semester:** 2<sup>nd</sup> year, spring semester**Number of course hours:** 14 CM + 6 TD**Number of course credits:** 2**Description:**

This course covers the principles and fundamentals of Corporate Law:

- Company Law
- Legal Method and Legal Reasoning
- Corporate Governance
- Law and Finance, Project Finance
- Competition Law
- Corporate Reconstruction
- Comparative Public Law

**Course title in English: European Business Law**

**Course code:** D-LGIEE-S4-9

**Level and semester:** 2<sup>nd</sup> year, spring semester

**Number of course hours:** 24 CM + 12 TD

**Number of course credits:** 4

**Description:**

- General Principles of European Business Law
- Organization of the European Business Court
- European judicial procedure
- European contract law
- European jurisprudence on commercial contracts and disputes

**Course title in English: Market Research and Analysis**

**Course code:** D-LGIEE-S4-10

**Level and semester:** 2<sup>nd</sup> year, spring semester

**Number of course hours:** 16 CM + 8 TD

**Number of course credits:** 2

**Description:**

The course provides students from diverse academic backgrounds with fundamentals skills in collecting and analyzing data for making optimal business decisions.

By the end of this course, students will be able to:

- Plan market research design through a clear step-by-step process
- Define a clear and answerable research question
- Formulate a questionnaire and collect quantitative data through convenience and/or snowball sampling
- Shape a clear interview guide
- Conduct a focus group and a semi-directive interview
- Conduct a correlation analysis and a simple linear regression and interpret the results

**Course title in English: Digital Project Management**

**Course code:** D-LGIEE-S4-11

**Level and semester:** 2<sup>nd</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:**

The course is divided into 2 main parts: the first one introduces the basics of project management methods widely used within digital organizations and digital projects, like agile and scrum. Within the second part of the course, the students will choose the digital project applied to a real need of a real business. The final project should present the project plan and the budget of digital optimization developed to resolve a real business problem.

**Course title in English: Monetary and Financial Economics: A Christian Approach**

**Course code:** D-LGIEE-S4-5

**Level and semester:** 2<sup>nd</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:**

The course presents the main monetary mechanisms, and highlights their implications from the Christian and ethical point of view. We will first analyze the general characteristics of economic goods that serve as currencies. Then we study in some detail the monetary exchanges, respectively the monetary prices, which will lead us to consider the causes of inflation and deflation. Next, we will examine the state's interventions as to their motivations, techniques, and consequences. We will conclude with an analysis of the impact of monetary creation on overall production and economic culture. In the practical part, we will study the thought of the early Christian theorists of money (Nicolas Oresme, St Thomas, Juan de Mariana) and other texts of monetary theory.

- The nature of money
- Monetary exchanges
- Mechanisms of inflation and deflation
- State intervention and monetary creation: techniques, motivations and consequences
- Monetary creation and ethical problems

**Course title in English: Fundamental Anthropology**

**Course code:** D-LGIEE-S4-12

**Level and semester:** 2<sup>nd</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:**

After defining the concept of anthropology, the course will explore the history of the discipline and its spectrum. After a short review of the basics of Christian theology, we will discover the Christian anthropology and its implications in the political, social and economic fields. The issues of freedom and responsibility, the definition of human rights will be investigated from the standpoint of CST. The course will browse through various other anthropological theories in a historical perspective from antiquity (Plato and Aristotle), via the Middle Ages (Aquinas) and through Enlightenment philosophers (Rousseau, La Mettrie, Holbach) as well as Kant and Hume, and more contemporary thinkers (Churchland and Singer). Finally, themes such as transhumanism and other life and human dignity issues may be tackled.

- What is anthropology?
- History of anthropology
- The Human Nature in Antiquity
- Christian anthropology: an integral ecology
- The mechanical vision of Man
- Life issues and human dignity
- The individual person and society - Transhumanism

**Course title in English: Languages - Business English**

**Course code:** D-LGIEE-S5-1

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 36 TD

**Number of course credits:** 4

**Description:**

**Course title in English: Languages - French for non-French-speakers**

**Course code:** D-LEGEE-S5-3-3

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 18 TD

**Number of course credits:** 2

**Description:**

**Course title in English: Management Accounting**

**Course code:** D-LGIEE-S4-4

**Level and semester:** 2<sup>nd</sup> year, spring semester

**Number of course hours:** 32 CM + 16 TD

**Number of course credits:** 6

**Academic prerequisites for this course:** French GAAP (100 hours) or Local GAAP (at least 50 hours)

**Prerequisites:** Bac+1 in management, economics, marketing, accounting, finance, or a related field. Basic familiarity with key business concepts such as market analysis, financial statements (balance sheet, income statement), and business planning.

**Description:**

The aim of this course is to provide students with a solid theoretical background on the fundamental notions concerning management control and its impact on the life and development of companies with multiple analyses of concrete cases.

- The role of the management controller within the organisation
- Introduction to basic terms and concepts
- The management control system in Job-costing
- The management control system in Process Costing
- Cost Allocation
- Inventory valuation methods
- Activity-based costing (ABC) approach

**Course title in English: Management of Operations and Supply Chains**

**Course code:** D-LGIEE-S5-2

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 32 CM + 16 TD

**Number of course credits:** 6

**Prerequisites:** Bac+2 in management, economics, marketing, accounting, finance, or a related field. Basic understanding of business operations and functions, particularly in areas such as supply chain, purchasing, or logistics.

**Description:**

The objective of this course is to give an initial knowledge in terms of theory and techniques enabling students to perform standard techniques used in all departments and, eventually, to strengthen this introduction into real expertise by joining master's in Supply Chain, Purchasing or Logistics (in France and abroad). Key chapters cover:

- Operations and Supply Chains strategies,
- Process choice and layout in Manufacturing,
- Business process,
- Quality Management,
- Capacity Management,
- Purchasing/Supply Management,
- Logistics,
- Inventory management.

**Course title in English: International Business Environment and Sustainability**

**Course code:** D-LGIEE-S5-3

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 24 CM + 12 TD

**Number of course credits:** 4

**Description:**

The aim of the course is to explore, taking a multidisciplinary approach, the various dimensions of the phenomenon known as “globalization”, as it affects international business management. The course provides an empirical overview of recent world economic integration while puts special emphasis on the remaining national differences that international business managers need to be familiar with. Insights from economists, sociologists,

lawyers, political philosophers and ethicists are mobilized to assess the significance for businesses of national differences in economic development, cultures, religions, ethical views and their relationships. In addition, it introduces basic notions belonging to the international financial field, in complement to the analysis of international trade they have been exposed to during the 1<sup>st</sup> semester International Economics course. The course is structured as follows:

- Overview of Globalization
- National Differences in Economic, Legal and Political Systems
- National Differences in Economic Development
- Differences in Culture
- Ethical Dilemmas for International Businesses
- The Foreign Exchange Market
- The International Monetary System

### **Course title in English: Anglo-Saxon Business Law**

**Course code:**

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 24 CM + 12 TD

**Number of course credits:** 4

**Description:**

- The foundations of Anglo-Saxon legal systems: Common Law
- The organization of Anglo-Saxon commercial courts
- Contract law
- Tort law
- Case law on contracts and commercial disputes in Anglo-Saxon business law

### **Course title in English: Game Theory for Business**

**Course code:** D-LGIEE-S5-4

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:**

- General Introduction to the Module: Concepts and Typology
- Strategy and structural analysis
- Market analysis and game theory: the price structure
- Competition as the prisoner's dilemma
- Maximin's Strategy

### **Course title in English: Entrepreneurship, Leadership and Decision-Making**

**Course code:** D-LGIEE-S5-5

**Level and semester:** 3<sup>rd</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:**

- The changing business world and the failure of the traditional management.
- Management models: Principles of coordination and decision making, motivation and objective setting.
- The company of the future: changing the nature of work.
- From idea to project. Project based approach.
- Moneyball. The nature of entrepreneurship.
- Case study and Peer-to-peer evaluation.

**Course title in English: Business and Commercial Planning****Course code:** D-LGIEE-S5-6**Level and semester:** 3<sup>rd</sup> year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

This course aims to provide students with tools and frameworks to develop an efficient business plan for an entrepreneurial project. After completing this course, students will be able:

- To understand how to build a business plan
- To report on the economic viability of the project
- To define a marketing and overall budget
- To present their project in a written form and orally to future partners and collaborators.

**Course title in English: Business Ethics and Corporate Social Responsibility****Course code:** D-LGIEE-S5-7**Level and semester:** 3<sup>rd</sup> year, fall semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Description:**

The course presents the fundamentals of business ethics and corporate social responsibility (the main theories). The course also allows you to discover the tools for making ethical decisions (methods and analytical tools): The aim of the course is to prepare students to make practical use of these tools to support ethical decision-making through case studies of cultures and sectors. It prepares you for advanced courses (Ethic of virtues).

- Main ethical theories
- Case study principles, ethical analysis
- CSR
- Ethics and strategy
- Marketing ethics
- Environmental ethics
- Financial ethics
- Employers and employees

**Course title in English: European Integration and Sustainable Growth****Course code:** D-LGIEE-S6-3**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 16 CM + 8 TD**Number of course credits:** 2**Description:**

- European integration: history and institutions
- Economics of preferential trade liberalization
- Growth effects of economic integration
- Competition, trade and the common agricultural policies
- European monetary integration and fiscal policy convergence
- Sustainable growth: ambivalence of European integration

**Course title in English: Virtues Ethics****Course code:** D-LGIEE-S6-4**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 12 CM + 6 TD

**Number of course credits: 2**

**Description:**

This course is a general introduction to the ethics of virtue. Its objective is twofold: to familiarize students with the main texts dealing with the ethics of the virtues in the scholastic tradition and to stimulate personal reflection on the virtues in Christian leadership.

The course begins with the study of chapters of Ethics in Nicomachus (Aristotle), short extracts from the Confessions (Saint Augustine) and the Summa Theologica (Saint Thomas). It continues with the discussion of modern philosophers, mainly Anglo-Saxons, GEM Anscombe, A. McIntyre, Ph. Foot, J. Annas, and R. Hursthouse.

In order to stimulate the process of personal reflection and to develop a vision of one's own role as a manager or entrepreneur in the service of the common good, a detailed study of vices and virtues will follow (based on the excellent book by A. Young DeKondyke and the Fathers of the Church). The course concludes with case studies illustrating the relationships between Catholic social doctrine, business ethics and the ethics of virtue.

- Aristotle: the search for happiness
- Vices and virtues: Christian ethical tradition
- Renewal of the ethics of virtues in the Anglo-Saxon world in the XX-XXI centuries
- Ethics of Virtues and Leadership (Corporate)
- Business Ethics: Virtue and Catholic Social Doctrine: Case Studies

**Course title in English: Financial Markets and Institutions**

**Course code:** D-LGIEE-S6-5

**Level and semester:** 3<sup>rd</sup> year, spring semester

**Number of course hours:** 24 CM + 12 TD

**Number of course credits:** 4

**Description:**

This module introduces various types of financial institutions and their role in society including banks, insurance companies and investment management firms. It provides an overview of the major financial markets (money market, capital market and derivative market) and products (stocks, bonds, money market instruments), and how they are related to each other and to financial institutions.

- Introduction: presentation of the different institutions (markets, banks, asset managers etc.), some statistics
- Capital Market: Stock and Bond Market, pricing (and elements of micro- structure), valuation, risk measurement and profile.
- Money Market: Risk, valuation, the role of the interbank market
- Foreign Exchange Market: Role and determinant.
- Banking institution: Balance sheet analysis, Fractional reserve banking system, the Central bank (role, mission and tools), regulation (Basel)
- Investment Funds: Typology, risk, structure

**Course title in English: Data Analysis for Management**

**Course code:** D-LGIEE-S6-6

**Level and semester:** 3<sup>rd</sup> year, spring semester

**Number of course hours:** 16 CM + 8 TD

**Number of course credits:** 2

**Description:**

The goal of this course is to learn how to make data-driven decisions in the world that overloaded with data, how to understand and communicate with analysts and turn insights into solutions.

- ETL process (extract, transform, load) basics and SQL basics
- Data visualization
- Data exploration
- Inferential statistics
- Forecasting

## **Course title in English: International Trade and Strategy**

**Course code:** D-LGIEE-S6-7

**Level and semester:** 3<sup>rd</sup> year, spring semester

**Number of course hours:** 32 CM + 16 TD

**Number of course credits:** 6

### **Description:**

The overall objective of this course is to provide students with an understanding of the essential principles and tools of international strategic management with a view to developing the knowledge, skills, and awareness inherent in an international practice in an international context. It is structured around a series of topics that contribute to the emergence of a comprehensive framework and methodology for addressing international development and challenges encountered in the formulation and implementation of firm's internationalization. This course is divided in two blocks.

A first block with the aims to:

- Highlight the key stages of strategic thinking.
- Gives students synthetic elements on the different stages of the strategic diagnosis.
- Enable students to use the main tools at their disposal in carrying out strategic thinking.
- Introduce the concepts to implement a strategic plan in at the different levels of the company.

The second block aims:

- To define the strategic choices of internationalization of a company.
- To explore the organizational variation of the strategy by showing the International strategic options to be followed.
- To analyze the different forms of organizational change and propose an internationalization approach.
- To discover and understand the international strategies of companies.
- To understand how an international strategy is formulated within the company.

## **Course title in English: International Marketing**

**Course code:** D-LGIEE-S6-1

**Level and semester:** 3<sup>rd</sup> year, spring semester

**Number of course hours:** 24 CM + 16 TD

**Number of course credits:** 5

**Prerequisites:** to attend from the first day of class, as part of the evaluation takes place during the first hours of the course.

### **Description:**

The course is based on collaborative learning. It fosters the development of critical thinking through discussion, clarification of ideas, and evaluation of others' ideas, which is crucial for designing robust global marketing programs. The course is a mixture of lectures and discussions in course as well as group exercises and presentations in course. Real world examples and cases are used to illustrate international marketing concepts. Students will accomplish two major group assignments that will be graded. Each team will present their findings to the course.

- Global marketing in the firm
- Initiation of internationalization
- Internationalization theories
- Global marketing research
- The political and economic environment
- The sociocultural environment
- The international market selection process



**Course title in English: Digital Marketing****Course code:** D-LGIEE-S6-8**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 20 CM + 16 TD**Number of course credits:** 4**Description:**

The course explores several aspects of the new digital marketing environment, including topics such as digital marketing strategy and analytics, search engine optimization, social media, influence and content marketing

- Marketing in a digital world
- Digital marketing and strategic communication
- Digital marketing analytics: theory and practice:
  - Identify the web analytic tool for your specific needs
  - Understand valid and reliable ways to collect, analyze, and visualize data from the web
  - Utilize data in decision making for agencies, organizations, or clients
- Growth hacking
- Digital media strategies
- Social media marketing
- Content marketing
- Influence marketing
- Search Engine Optimisation, Search Engine Advertising

**Course title in English: Advanced Accounting Management****Course code:** D-LGIEE-S6-9**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Academic prerequisites for this course:** Management Accounting

**Prerequisites:** Bac+2 in management, economics, marketing, accounting, finance, or a related field. A solid foundation in management, marketing, economics, accounting, finance, and business law is required, along with the ability to perform a market analysis, prepare a marketing plan, create and analyze a balance sheet, income statement, and cash flows, and develop a business plan. Additionally, students must possess intellectual skills in solving complex problems, integrating theoretical knowledge with practical application, and utilizing analytical approaches, logic, deductive reasoning, and critical thinking.

**Description:**

Advanced elements of management accounting are covered, from a theoretical and technical standpoint. The course highlights the importance and the impact that management accounting brings to operational departments inside companies, from selling business units to production lines efficiency, illustrated by numerous examples and simulations. Key topics include:

- Customer profitability analysis,
- Motivation and budgets,
- Variance and management control,
- Overhead variances and management control,
- Yield, mix and quantity effects.

**Course title in English: Anglo-Saxon General Accounting****Course code:** D-LGIEE-S6-11**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 32 CM + 16 TD

**Number of course credits: 6**

**Description:**

The objective of this course is to do the equivalent of the two French accounting modules seen the previous year by detailing all the accounting practices of British companies:

- Introduction to accounting,
- Ancillary books (purchase, sale, cash...),
- Accounting transactions (purchase, sales, VAT, etc.) entries,
- Recognition of investments (depreciations, etc.),
- Valuation of stocks (adjustment entries...),
- Provisions (stocks, customers, etc.) and deferred payments (prepaid expenses, down payment, etc.),
- Bank reconciliation and other reconciliations,
- Specific accountabilities (production account, cost center, profit center...).

**Course title in English: Financial Theory: Corporate Finance and Portfolio Management**

**Course code: D-LGIEE-S6-10**

**Level and semester: 3<sup>rd</sup> year, spring semester**

**Number of course hours: 24CM + 16TD**

**Number of course credits: 5**

**Description:**

This module introduces the various types of financial theories in the field of portfolio management and corporate finance.

- Introduction: risk, return, of an asset and of a portfolio of assets (concept of diversification)
- Market Model, systematic vs specific risk
- Efficient Portfolio and Markowitz theory (with and without a risk-free asset). Tobin separation theory
- CAPM Model
- Method of Equity and Firm Valuation (Gordon Shapiro – DCF model)
- Financing structure of a firm, Modigliani-Miller Theorem
- Market Efficiency Hypothesis
- Behavioral finance and technical analysis

## **Human Resources - Master's degree, 2nd year**

**Course title in english : Talent management**

**Course code: D-MSCRH-95**

**Level and semester: 4th year; Spring semester (semester 2)**

**Number of course hours: 7HCM 7HETD**

**Number of course credits: 5**

**Description: fundamentals of talent management, recruitment, human management**

**Course title in english : Business Ethics and CSR**

**Course code: D-MSCRH-S4-7**

**Level and semester: 5th year; Spring semester (semester 4)**

**Number of course hours : 14HCM**

**Number of course credits: 4**

**Description: fundamentals of Business ethics and CSR applied to HR management**

**Course title in English: International Mobility and Expatriation**

**Course code:** D-MSCRH-S3-10

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 7 CM

**Number of course credits:** 2

**Description:**

**Course title in English: Career and Team Management in an International Environment**

**Course code:** D-MSCRH-S3-17

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 7 CM + 6 TD

**Number of course credits:** 3

**Description:**

## Master's of Business Administration (MBA)

### Concentration in Global and Sustainable Business Management

**Course title in English: Fundamental of Business Economics**

**Course code:** D-MGBA-S1-32-1

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** This course introduces the fundamental concepts of economics as they apply to business decision-making. It covers topics such as supply and demand, market structures, cost analysis, pricing strategies, and macroeconomic factors affecting business environments. The course aims to equip students with the necessary economic insights to make informed managerial decisions.

**Course title in English: Quantitative analysis techniques**

**Course code:** D-MGBA-S1-37-1

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 16 CM + 8 TD

**Number of course credits:** 3

**Description:** The Quantitative Analysis Techniques course provides MBA students with a solid foundation in quantitative methods and analytical tools used in business decision-making. The course focuses on developing the skills necessary to analyze data, make informed decisions, and solve complex business problems using quantitative techniques. Students will gain hands-on experience with various statistical and mathematical models, as well as learn how to interpret and present the results effectively.

**Course title in English: Philosophy of Management and Organisations**

**Course code:** D-MGBA-S1-38

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 3

**Description:** This module introduces students to philosophical approaches in understanding organisations and their management. Students should be able at the end of the course:

- To identify different schools of management thought.
- To recognise the intellectual foundations of core management theories and practices.
- To evaluate the appropriateness of different thinking tools for tackling diverse problems.
- To develop a complex and structural view of organisations.

Competences to acquire:

- Able to demonstrate knowledge and understanding of the existence of multiple dimensions affecting organisational entities.
- Able to manage her/his own learning, presentation and communication skills
- Able to conduct independent research
- Able to use a wide range of intellectual ideas in order to enrich their arguments and write more compelling arguments.

### **Course title in English: Project Management**

**Course code:** D-MGBA-S1-39

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** This course provides an in-depth exploration of project management principles, tools, and techniques within the context of an MBA program. Students will develop a comprehensive understanding of project management practices, enabling them to effectively initiate, plan, execute, monitor, control, and close projects in various business environments. Real-world case studies, interactive discussions, and practical exercises will be utilized to enhance students' understanding and application of project management concepts.

### **Course title in English: Corporate Finance**

**Course code:** D-MGBA-S1-31

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** This course presents the foundations of finance with an emphasis on applications vital for corporate managers. We discuss most of the major financial decisions made by corporate managers both within the firm and in their interactions with investors. Essential in most of these decisions is the process of valuation, which will be emphasized throughout the course.

### **Course title in English: Principles of Financial Accounting**

**Course code:** D-MGBA-S1-33

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 3

**Description:** This course is designed for MBA students with or without prior exposure to financial accounting. The primary objective is to develop your ability to analyze and interpret financial reports of publicly-traded companies. The course will delve into the preparation, analysis, and utilization of these reports, aiming to provide a comprehensive understanding of their content, underlying assumptions, and conceptual frameworks. Mastery of the fundamental concepts covered in this course will facilitate success in advanced finance and accounting coursework, as well as in interviews for finance and consulting positions.

### **Course title in English: International Business Economics**

**Course code:** D-MGBA-S1-40

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 3

**Description:** This course introduces the fundamental concepts and theories of international business economics. It explores the economic principles underlying international trade, foreign exchange markets, multinational corporations, and global economic integration. Through case studies and discussions, students will analyze the impact of economic policies, trade agreements, and global events on international business decisions.

### **Course title in English: Marketing and Consumer Behavior**

**Course code:** D-MGBA-S1-36

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** This course explores the fundamental principles of marketing and consumer behavior. Students will gain insights into how consumers make decisions, the factors influencing those decisions, and how marketers can leverage this understanding to develop effective marketing strategies.

### **Course title in English: Digital transformation**

**Course code:** D-MGBA-S1-3

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** Digital transformation has become imperative for businesses to thrive in the modern landscape. This course aims to equip MBA students with the knowledge and skills necessary to lead digital transformation initiatives within organizations. Through a blend of theoretical concepts, case studies, and practical applications, students will gain a deep understanding of the strategies, technologies, and organizational implications of digital transformation.

### **Course title in English: Innovation Management**

**Course code:** D-MGBA-S1-34

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 3

**Description:** This course provides an in-depth understanding of innovation management principles and practices. It explores strategies, tools, and frameworks for fostering innovation within organizations. Students will examine the role of innovation in driving business growth and learn how to effectively manage the innovation process from ideation to implementation. The course also covers the challenges and opportunities associated with disruptive technologies and innovation in a global context.

### **Course title in English: Working life basics**

**Course code:** D-MGBA-S1-41

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 5 CM + 5 TD

**Number of course credits:** 2

**Description:** The "Working Life Basics" course is designed to equip participants with essential skills and knowledge necessary for success in the workplace. Through a combination of lectures, interactive activities, and discussions, participants will gain insights into workplace dynamics, professional communication, time management, and career development strategies.

### **Course title in English: Workshop**

**Course code:** D-MGBA-S1-42

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 4 CM + 8 TD

**Number of course credits:** 2

**Description:** The MBA Workshop - Tailored Professional Development is a dynamic course designed to address the evolving needs and interests of MBA students. With a focus on practical skill development and alignment with professional objectives, this workshop offers a customizable curriculum that adapts to the preferences and requirements of each cohort. Through interactive online sessions, participants will engage in discussions, case studies, and exercises aimed at enhancing their competencies and advancing their careers in various business domains.

**Course title in English: Foreign language: English**

**Course code:** D-MGBA-S1-30

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 18 TD

**Number of course credits:** 1

**Description:** Students should be able at the end of the course: To understand different roles and responsibilities existing in an organization, especially in an international industrial company. To get a good overview of different industry sectors (banking, real estate).

**Course title in English: French Foreign Language**

**Course code:** D-MGBA-S1-29

**Level and semester:** 5<sup>th</sup> year, fall semester

**Number of course hours:** 18 TD

**Number of course credits:** 1

**Description:** This course will introduce students to the basic functions and structures of the French language. Students will learn to communicate in everyday situations – at the workplace, in the business environment, in informal and formal settings, at home, in an educational setting and during periods of leisure. Students will develop the four language skills of listening, speaking, reading and writing with emphasis placed on the oral communication skills. These learners will also be exposed to important aspects of the culture of France and the Francophone world.

## MBA Spring semester

**Course title in English: Business Strategy**

**Course code:** D-MGBA-S2-34

**Level and semester:** 5<sup>th</sup> year, spring semester

**Number of course hours:** 16 CM + 8 TD

**Number of course credits:** 3

**Description:** This course provides an in-depth exploration of key concepts in business strategy, focusing on the development and execution of effective strategic plans. Students will learn various analytical frameworks and strategic tools to assess business environments, formulate strategies, and implement them successfully. Case studies and real-world examples will be used to illustrate strategic decision-making processes.

**Course title in English: Fundamental of Ethics**

**Course code:** D-MGBA-S2-35

**Level and semester:** 5<sup>th</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** This course introduces students to the fundamental concepts, theories, and approaches in ethics. It explores various ethical perspectives and frameworks, ethical reasoning, moral dilemmas, and the application of ethical

principles to real-world situations. Through readings, discussions, case studies, and practical exercises, students will develop critical thinking skills and ethical awareness necessary for ethical decision-making.

### **Course title in English: Financial Statement Analysis, Trust & Responsibility**

**Course code:** D-MGBA-S2-36

**Level and semester:** 5<sup>th</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 3

**Description:** This course is designed to build and strengthen students' ability to correctly interpret financial statements and their accompanying disclosures and use them to assess a company's value. During the course the interpretation and comprehension of financial and non-financial information, will be emphasized. It will include studying the major corporate reporting mechanisms including: The Annual Report, ESG criteria, EU taxonomy. Throughout the course students will discuss key financial statement analysis tools including: ratio analysis, working capital, asset management, return on assets, return on equity, the impact of debt on the capital structure. Moreover, at last valuation models commonly used will be introduced and compared. Sometime will be spent on interpreting and understanding comparison of financial information and disclosure within and across industries.

### **Course title in English: Managerial Accounting**

**Course code:** D-MGBA-S2-37

**Level and semester:** 5<sup>th</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** Managerial Accounting is a fundamental course designed to provide students with a comprehensive understanding of the principles, concepts, and techniques of accounting for managerial decision-making. The course focuses on the use of accounting information for planning, controlling, and decision-making within an organization. Through a combination of theoretical knowledge and practical applications, students will develop the necessary skills to analyze financial data and make informed business decisions.

### **Course title in English: International Strategy**

**Course code:** D-MGBA-S2-38

**Level and semester:** 5<sup>th</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 3

**Description:** To acquire familiarity with the principal concepts, frameworks, and techniques of International management. To gain expertise putting in practice concepts, frameworks, and techniques in order to better understand managerial positions. Upon completion of the module, you will know about: A. International new market entry strategies B. Types of entry modes C. Timing of entry and market selection decision criteria and you will be able to: 1. Understand the key determinants of internationalization strategy 2. Answer when and how to enter the new market 3. Identify decision influencing entry mode

### **Course title in English: International Marketing**

**Course code:** D-MGBA-S2-39

**Level and semester:** 5<sup>th</sup> year, spring semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Prerequisites:** to attend from the first day of class, as part of the evaluation takes place during the first hours of the course.

**Description:** International marketing focuses on the strategies and tactics necessary to market products and services globally. This course will explore the complexities of international markets, cultural differences, market entry strategies, and the impact of globalization on marketing practices.

**Course title in English: Change Management****Course code:** D-MGBA-S2-40**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 3

**Description:** This course explores the complexities of managing cross-cultural teams and organizations in a globalized business environment. It focuses on the challenges and opportunities of effective cross-cultural communication and the role of change management in driving organizational success. Students will develop critical skills and strategies to navigate cultural diversity and lead change initiatives effectively.

**Course title in English: Consulting I****Course code:** D-MGBA-S2-41**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 10 CM + 5 TD**Number of course credits:** 2

**Description:** This course introduces the field of consulting, exploring the key principles, frameworks, and skills required to succeed in the consulting industry. Students will learn about the various types of consulting, the consulting process, and the role of consultants in solving business problems. The course will also cover essential consulting skills, including critical thinking, problem-solving, communication, and project management.

**Course title in English: Supply chain management****Course code:** D-MGBA-S2-31**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 16 CM + 8 TD**Number of course credits:** 3

**Description:** This course provides an in-depth exploration of supply chain management strategies and practices. It covers the fundamental concepts, emerging trends, and real-world applications of supply chain management in a global business environment.

**Course title in English: Foreign Language: English****Course code:** D-MGBA-S2-33**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 18 TD**Number of course credits:** 1

**Description:** Students should be able at the end of the course: To understand different roles and responsibilities existing in an organization, especially in an international industrial company. To get a good overview of different industry sectors (banking, real estate).

**Course title in English: French Foreign Language****Course code:** D-MGBA-S2-32**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 18 TD**Number of course credits:** 1

**Description:** This course will introduce students to the basic functions and structures of the French language. Students will learn to communicate in everyday situations – at the workplace, in the business environment, in informal and formal settings, at home, in an educational setting and during periods of leisure. Students will develop the four language skills of listening, speaking, reading and writing with emphasis placed on the oral communication skills. These learners will also be exposed to important aspects of the culture of France and the Francophone world.



**Course title in English: Career project I****Course code:** D-MGBA-S2-43**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 9 CM + 9 TD**Number of course credits:** 3

**Description:** The Career Project Course is an essential component of the MBA program, designed to guide students in exploring, planning, and preparing for their future careers. Through a series of interactive sessions and practical assignments, students will gain valuable insights, develop key skills, and create a comprehensive career plan tailored to their individual aspirations and interests.

**Course title in English: Dissertation methodology****Course code:** D-MGBA-S2-42**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 6 CM + 6 TD**Number of course credits:** 2

**Description:** This course aims to provide MBA students with the necessary knowledge and skills to design and implement a robust methodology for their dissertation research. Through a combination of theoretical discussions, practical exercises, and case studies, students will learn how to choose appropriate research methods, collect and analyze data effectively, and ensure the validity and reliability of their research findings.

## MBA fall semester

**Course title in English: Negotiation****Course code:** D-MGBA-S3-33**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 3

**Description:** This course introduces and gives students practice with principle-based tools and techniques to reach agreements across varied cultures with an emphasis on different negotiation situations from a simple negotiation role play to a complex renewable energy case.

Best practices from the most famous negotiators of ancient history (“the Phoenicians”) are studied and used as a methodology, including the role of a third party in resolving conflict. The cross-cultural elements are based on the multicultural experiences, research studies and real-life experiences of the instructor. The course is highly interactive (about 70% of the course work). Participants learn through role plays, as well as readings and case study analysis.

By the end of this course, students will be able to

- Negotiate in distributive, integrative and transcendental ways;
- Choose the negotiation method that is most contextually appropriate;
- Evaluate influential factors when dealing in a simple negotiation and a more complex one involving different stakeholders such as in the case of a renewable energy negotiation situation.

**Course title in English: Consumer buying behavior in niche market****Course code:** D-MGBA-S3-39**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2

**Description:** This course focuses on understanding and predicting consumer behavior in niche markets by integrating theories from psychology, sociology, anthropology and economics. Emphasis will be on how consumer behavior is shaped by internal and external influences.

**Course title in English: Corporate sustainability****Course code:** D-MGBA-S3-36**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2

**Description:** The course is divided into four blocks. The different blocks consist of the following topics: introduction to corporate sustainability, the role of corporate sustainability, development of a corporate sustainability strategy, and change management towards a culture of corporate sustainability.

**Course title in English: Renewable energy business****Course code:** D-MGBA-S3-38**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 8 CM + 4 TD**Number of course credits:** 2

**Description:** This course provides an overview of the current Renewable Energy sector. The course offers extensive examples of current renewable energy projects in several key markets including the United States, European Union, India, and China. It provides students with a basic understanding of how renewable energy projects are originated, analyzed for due diligence, structured, financed and developed. Finally, once the students settle on a renewable energy venture idea, they are supported throughout the course in the development of a business plan that they will present to a Panel made up group of experienced renewable energy investors and/or entrepreneurs.

**Course title in English: Managing social and human capital****Course code:** D-MGBA-S3-40**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 3

**Description:** This course provides a comprehensive overview of modern Human Resource Management (HRM) practices, tracing the evolution of HR concepts and their relevance today. It covers generational dynamics, engagement strategies, and the importance of Diversity, Equity, and Inclusion (DEI) in fostering a healthy work environment. The course also emphasizes the significance of mental health and wellbeing, conflict management, and Environmental, Social, and Governance (ESG) principles. Additionally, it explores strategies for managing organizational change and building strong employer branding through social media, equipping students with practical tools to navigate today's complex workplace.

**Course title in English: International trade****Course code:** D-MGBA-S3-41**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 14 CM + 6 TD**Number of course credits:** 2**Prerequisites:** Researching for your MBA Dissertation

**Description:** The "International Trade" course offers a comprehensive examination of global trade dynamics, focusing on the principles, policies, and practices that govern the exchange of goods and services across international borders. Students will explore the economic theories underlying international trade, the impact of trade agreements and tariffs, and the role of international organizations. The course also covers the strategies businesses use to enter and compete in foreign markets, as well as the challenges and opportunities presented by globalization. Through case studies and practical exercises, students will gain a deep understanding of the complexities of international trade and its significance in the global economy.

**Course title in English: Audit**

**Course code:** D-MGBA-S3-42

**Level and semester:** 6<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** This course provides an in-depth understanding of auditing principles, practices, and procedures within the context of modern business environments. It explores the role of auditors in assessing risk, evaluating internal controls, conducting financial statement analysis, and reporting audit findings. Students will gain practical insights into the auditing process and develop skills necessary for effective auditing in a professional setting.

### **Course title in English: Coaching**

**Course code:** D-MGBA-S3-43

**Level and semester:** 6<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** The Coaching for MBA Success course is designed to provide students with essential coaching skills and techniques to enhance their performance and achieve success in their MBA program. The course will focus on practical coaching strategies, effective communication, goal setting, motivation, and self-reflection. Through interactive sessions, case studies, and real-world examples, students will develop the necessary skills to become effective coaches and maximize their personal and professional growth during their MBA journey.

### **Course title in English: Consulting II**

**Course code:** D-MGBA-S3-48

**Level and semester:** 6<sup>th</sup> year, fall semester

**Number of course hours:** 10 CM + 5 TD

**Number of course credits:** 1

**Description:** Students will explore complex consulting engagements, including how to manage client relationships, deliver impactful recommendations, and implement solutions effectively. The course will also cover specialized areas of consulting such as strategy, operations, and technology consulting, providing students with a broader understanding of the consulting landscape. Emphasis will be placed on real-world applications through case studies, simulations, and group projects, allowing students to refine their consulting skills and prepare for successful careers in the industry.

### **Course title in English: International accounting issues**

**Course code:** D-MGBA-S3-34

**Level and semester:** 6<sup>th</sup> year, fall semester

**Number of course hours:** 12 CM + 6 TD

**Number of course credits:** 2

**Description:** This course explores the complexities of accounting in an international context, focusing on international financial reporting standards, currency translation, consolidation issues, and the challenges faced by multinational corporations. It aims to equip students with the knowledge to navigate and manage accounting issues in a globalized economy.

### **Course title in English: Fiscal & financial policies and procedures in Europe**

**Course code:** D-MGBA-S3-35

**Level and semester:** 6<sup>th</sup> year, fall semester

**Number of course hours:** 8 CM + 4 TD

**Number of course credits:** 1

**Description:** The course develops a systematic understanding of the key areas of the world economy – trade, investment and finance and how they impact on each other. As the international economic environment is dynamic in nature, theory will be applied to international economic events, issues and trends in business, politics and finance. The course melds concepts from and developments in the areas of open-economy macroeconomics, finance and political science in examining the elements that affect cross-border investments, particularly by multinational companies.

**Course title in English: Corporate Treasury and Cash Management****Course code:** D-MGBA-S3-44**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 8 CM + 4 TD**Number of course credits:** 1

**Description:** The "Corporate Treasury and Cash Management" course provides an in-depth understanding of the key functions and responsibilities of corporate treasury, focusing on the management of cash and liquidity within an organization. Over 12 hours, students will explore topics such as cash flow forecasting, working capital management, liquidity planning, and the strategic role of treasury in financial decision-making. The course also covers risk management, investment strategies, and the use of technology in treasury operations. Through practical exercises and case studies, students will gain essential skills for managing corporate funds effectively, ensuring financial stability, and optimizing liquidity.

**Course title in English: The Business of Investment Banks****Course code:** D-MGBA-S3-45**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 8 CM + 4 TD**Number of course credits:** 1**Prerequisites:** Corporate Finance**Description:**

This course is the study of investment banking beginning with strategic planning and financial management; moving to the analysis, financing and valuation of investment opportunities; and finishing with the study of corporate governance and ethical issues faced by investment bankers. This course examines the primary functions of investment banking such as mergers & acquisitions (M&A), leveraged buyouts (LBO) and corporate restructuring. By the end of this course, students will:

- Have a general overview about the goals and main areas of corporate finance.
- Understand how investment banks can help in achieving these goals.
- Have a sound understanding of how to assess the value creation potential of various investment projects.
- Be able to approximate the value of a firm from an income, market and cost perspective.
- Have an in-depth understanding of long-term financing via equity and debts and their related costs.
- Be familiar how capital structure choices influence the value of a firm.
- Understand special topics in Corporate Finance like Mergers & Acquisitions, corporate restructurings, LBOs and corporate governance.

**Course title in English: Career project II****Course code:** D-MGBA-S3-46**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 5 CM + 5 TD**Number of course credits:** 2

**Description:** Students will engage in more intensive workshops and personalized coaching sessions, where they will refine their career plans, develop a strong personal brand, and enhance their networking abilities. The course also includes practical exercises in resume building, interview techniques, and negotiation strategies, ensuring that students are fully prepared to pursue their chosen career paths. Additionally, students will have opportunities to connect with industry professionals and alumni, gaining real-world insights and mentorship to support their career progression.

**Course title in English: Workshop****Course code:** D-MGBA-S3-37**Level and semester:** 6<sup>th</sup> year, spring semester**Number of course hours:** 4 CM + 8 TD**Number of course credits:** 2

**Prerequisites:** Corporate Finance

**Description:** The MBA Workshop - Tailored Professional Development is a dynamic course designed to address the evolving needs and interests of MBA students. With a focus on practical skill development and alignment with professional objectives, this workshop offers a customizable curriculum that adapts to the preferences and requirements of each cohort. Through interactive online sessions, participants will engage in discussions, case studies, and exercises aimed at enhancing their competencies and advancing their careers in various business domains.

**Course title in English: Dissertation Methodology**

**Course code:** D-MGBA-S3-47

**Level and semester:** 6<sup>th</sup> year, spring semester

**Number of course hours:** 3 CM + 3 TD

**Number of course credits:** 0

**Description:** The course covers key topics such as research design, data collection methods, qualitative and quantitative analysis, and ethical considerations in research. Through guided instruction and practical exercises, students will learn how to formulate research questions, select appropriate methodologies, and effectively analyze their data. By the end of the course, students will be well-prepared to create a solid methodological framework that underpins their dissertation research.

**Course title in English: Foreign Language: English**

**Course code:** D-MGBA-S2-33

**Level and semester:** 6<sup>th</sup> year, spring semester

**Number of course hours:** 9 TD

**Number of course credits:** 1

**Description:** Students should be able at the end of the course: To understand different roles and responsibilities existing in an organization, especially in an international industrial company. To get a good overview of different industry sectors (banking, real estate).

**Course title in English: French Foreign Language**

**Course code:** D-MGBA-S2-32

**Level and semester:** 6<sup>th</sup> year, spring semester

**Number of course hours:** 9 TD

**Number of course credits:** 1

**Description:** This course will introduce students to the basic functions and structures of the French language. Students will learn to communicate in everyday situations – at the workplace, in the business environment, in informal and formal settings, at home, in an educational setting and during periods of leisure. Students will develop the four language skills of listening, speaking, reading and writing with emphasis placed on the oral communication skills. These learners will also be exposed to important aspects of the culture of France and the Francophone world.

## **Global Diplomacy – Master’s degree**

**Course title in English: Sociology of International Relations (in ACADEMIA Sociologie des relations internationales)**

**Course code:** D-DUDIG-44

**Level and semester:** 4<sup>th</sup> year, fall semester

**Number of course hours:** 24 CM + 6 TD

**Number of course credits:** 3

**Description:** This course aims at studying IR using a different perspective from what was done in Bachelor, in order to upgrade students’ IR skills. The sociological perspective will enable us to put the

light on IR practices, modes of action and organizations, considering that international relations must be studied as social facts. This way, students will have a good understanding of international phenomena, both in terms of theory and practice. A focus on contemporary conflicts will be useful for future diplomats.

Helpful references: Guillaume Devin & Marieke Louis, *Sociologie des relations internationales*, Paris, La Découverte, 2023, 128 p. Thomas Meszaros, "The French Tradition of Sociology of International Relations: An Overview", *The American Sociologist*, vol. 48, n°3/4, 2017, pp. 297-341

**Course title in English: Migration and Environmental Issues (in ACADEMIA Enjeux migratoires et environnementaux)**

**Course code:** D-DUDIG-47

**Level and semester:** 4<sup>th</sup> year, fall semester

**Number of course hours:** 18 CM

**Number of course credits:** 3

**Description:** This course is designed to study the history and evolution of migration within international relations, with an emphasis on how environmental issues have come to impact migrations flows. While primarily focusing on the roles of states in managing migration, the course will also describe the overall international architecture of organizations and agencies that engage in the question of migration at different scales in both the public and private sectors. The different theories behind the phenomenon of migration will be analyzed with case studies to link theory to practice. The definition of the different categories of migrants will be emphasized alongside the obligations of states to respect international law and treaties designed to protect them.

**Course title in English: Tools of Diplomacy (in ACADEMIA Outils de la diplomatie)**

**Course code:** D-DUDIG-48

**Level and semester:** 4<sup>th</sup> year, fall semester

**Number of course hours:** 15

**Number of course credits:** 2

**Description:**

The aim of this course is to present, analyze and explore in greater depth the main diplomatic tools available to the various players on the international stage, in particular States, to achieve the specific objectives they pursue and defend. Diplomacy encompasses a complex set of mechanisms and actions that require specific skills, whether theoretical, analytical or practical. The aim of this course is to shed light on all these different facets.

**Course title in English: Foreign Policy Analysis (in ACADEMIA Analyse de la politique étrangère)**

**Course code:** D-DUDIG-52

**Level and semester:** 4<sup>th</sup> year, spring semester

**Number of course hours:** 24h CM + 6h TD

**Number of course credits:** 3

**Description:** Les relations internationales se définissent par l'absence de souveraineté au-dessus des États. En d'autres termes, ces derniers évoluent dans un monde anarchique, au sein duquel ils adoptent chacun une action spécifique, dont la forme et la substance leur sont propres et dépendent d'une multitude de critères. Ce cours vise à analyser la politique étrangère sous ses nombreuses dimensions, qu'elles soient historiques, conceptuelles ou encore, géopolitiques. L'objectif sera ainsi de comprendre les enjeux qui entourent la conduite extérieure des États, et d'offrir une grille d'analyse permettant de l'interpréter dans sa complexité.

**Course title in English: NGO Governance (in ACADEMIA Gouvernance des ONG)**

**Course code:** D-DUDIG-55

**Level and semester:** 4<sup>th</sup> year, spring semester

**Number of course hours:** 18h CM

**Number of course credits:** 2

**Description:** This course aims to deepen understanding of the structure and governance of NGOs active on the international scene. It examines the role of these entities, which have become essential in key areas such as humanitarian aid, the environment and human rights. This course will provide a detailed analysis of the interactions between NGOs and other players in international diplomacy, highlighting the dynamics of cooperation and conflict that can arise. The following topics will be covered:

1. History and typology of international NGOs
2. Structure and governance of NGOs
3. Role of NGOs in Global Governance
4. NGO Strategies and Activities
5. Challenges and Perspectives