

MASTER IN BUSINESS AND MANAGEMENT

Main Language of Instruction:French English Arabic **Campus Where the Program Is Offered:** CSS (all concentrations), CZB (concentration: Management)**OBJECTIVES****1) Master in Business Administration and Management, concentration: Management**

This program aims to develop students' management skills and prepare them to assume management positions in companies in any sector with a particular focus on aspects of general management.

2) Master in Business Administration and Management, concentration: Entrepreneurship and New Information Technologies

This Master helps students start a new business, change career, or progress in an existing organization. The program equips students with the technical and leadership skills needed to make an impact in a company, in a community and internationally.

3) Master in Business Administration and Management, concentration: Finance

This program equips students for the world of corporate finance, offering a broad range of applications: from innovation valorization to conducting financial analyses of commercial entities and evaluating Mergers and Acquisitions. Through this program, students cultivate a keen understanding and comprehensive view of corporate finance, enabling them to navigate intricate decision-making processes across all stages of business development. Ultimately, this opens up doors to a multitude of exciting career opportunities. Upon completion, students will be awarded a Master in Business Administration and Management with a concentration in Finance

4) Master in Business Administration and Management, concentration: Accounting, Auditing and Control

The aim of this Master is to develop students' competence in the management of the dynamics of figures in the company and other institutions, and prepares them in a versatile way for framework functions in accounting, internal audit or management control.

5) Master in Business Administration and Management, concentration: Financial Asset Management

The Master in Financial Asset Management exposes students to financial markets and familiarizes them with currency exchange techniques and wealth management, in addition to deepening their knowledge of the banking sector.

6) Master in Business Administration and Management, concentration: Marketing (Double Degree)

This program is run in partnership between the USJ Business School in Beirut and the IAE of *Université Francois Rabelais* in Tours.

The Master in Marketing aims to train marketing managers in companies or companies wishing to strengthen their marketing activities. It aims to develop the ability to analyze the competitive situation on a company's markets; to initiate the implementation of appropriate marketing actions; to take a critical but reactive look at current evolutions.

PROGRAM LEARNING OUTCOMES (COMPETENCIES)

- Application of ICT as a communication, information and management tool
- Relational and communication skills
- Understanding of the organizations' dynamics and their management processes
- Knowledge of the fundamental dynamics of the business environment
- Personal development and creativity
- Mastery of the dynamics of quantitative models, corporate finance and the economic environment
- Recognition of the importance of people in the company's internal activities and external relations
- Sense of ethics and values



ADMISSION REQUIREMENTS

- Holder of a Bachelor in Business Administration and Management or an equivalent degree
- File review
- Interview with the master's committee

PROGRAM REQUIREMENTS

Required courses (100 credits), Institution's elective courses (20 credits)

Master in Business Administration and Management, concentration: Management

Required courses (100 credits)

Business Plan (4 Cr.), Business Policy (4 Cr.), Decision Making in Business (4 Cr.), Quantitative Research Methods (4 Cr.), Research Methodology (4 Cr.), Dissertation Proposal (20 Cr.), Innovation Management (4 Cr.), International Management (4 Cr.), Market Strategy (4 Cr.), Organization Design (4 Cr.), Situational Analysis (4 Cr.), Business Processes and Company Structuring (4 Cr.), Negotiation (4 Cr.), Operations Management (4 Cr.), Project Management (4 Cr.), Dissertation (24 Cr.)

Institution's elective courses (20 credits)

Corporate Communication (4 Cr.), Human Resources (4 Cr.), International Trade and Commerce (4 Cr.), Consumerism (4 Cr.), Customer-Focused Innovation (4 Cr.), Data Management and Analytics (4 Cr.), Digital Transformation Management (4 Cr.), Diversity and Inclusion in Global Business Management (4 Cr.), Competitive Economics (4 Cr.), Contemporary Issues in Communication (4 Cr.), Business Evaluation (4 Cr.), Fundamentals of Internal Control - Introduction to Auditing (4 Cr.), Introduction to Logistics and Supply Chain (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional Environment (4 Cr.)

Master in Business Administration and Management, concentration: Entrepreneurship and New Information Technologies

Required courses (100 credits)

Business Plan (4 Cr.), Business Policy (4 Cr.), Decision Making in Business (4 Cr.), Research Methodology (4 Cr.), Dissertation Proposal (20 Cr.), Quantitative Research Methods (4 Cr.), Finance for Entrepreneurs and Fundraising Strategies (4 Cr.), Supply Chain Management (4 Cr.), Governance and Ethics (4 Cr.), Market Strategy (4 Cr.), Marketing Strategy for Entrepreneurs (4 Cr.), Commercial Sites Design (4 Cr.), Business Start-up and Management (4 Cr.), Intrapreneurship (4 Cr.), Project Management (4 Cr.), Internship/Dissertation (24 Cr.)


Institution's elective courses (20 credits)

Corporate Communication (4 Cr.), Human Resources (4 Cr.), International Trade and Commerce (4 Cr.), Consumerism (4 Cr.), Customer-Focused Innovation (4 Cr.), Data Management and Analytics (4 Cr.), Digital Transformation Management (4 Cr.), Diversity and Inclusion in Global Business Management (4 Cr.), Competitive Economics (4 Cr.), Contemporary Issues in Communication (4 Cr.), Business Evaluation (4 Cr.), Fundamentals of Internal Control - Introduction to Auditing (4 Cr.), Introduction to Logistics and Supply Chain (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional Environment (4 Cr.)

Master in Business Administration and Management, concentration: Marketing (double degree)

Required courses (100 credits)

Business Plan (4 Cr.), Business Policy (4 Cr.), Decision Making in Business (4 Cr.), Research Methodology (4 Cr.), Dissertation Proposal (20 Cr.), Quantitative Research Methods (4 Cr.), Customer Experience Analysis (2 Cr.), Cross-Functional Approach to Marketing (2 Cr.), Digital Consumer Behavior (2 Cr.), Multicultural Negotiation Contexts (2 Cr.), CRM (2 Cr.), Display and Search (2 Cr.), Business Ethics (2 Cr.), Value Management (2 Cr.), Yield Management Practice (2 Cr.), Marketing Strategy (2 Cr.), Social Networks Management (2 Cr.), Management of Experiential Contexts (2 Cr.), Banking Marketing (2 Cr.), Innovation Marketing (2 Cr.), Dissertation (22 Cr.), Memory and Personal Development Methodology (2 Cr.), Methodology and Qualitative Studies (2 Cr.), Methodology and Quantitative Studies (2 Cr.), Applied Marketing Projects (2 Cr.), Digital and Mobile Strategy (2 Cr.)





Institution's elective courses (20 credits)

Corporate Communication (4 Cr.), Human Resources (4 Cr.), International Trade and Commerce (4 Cr.), Consumerism (4 Cr.), Customer-Focused Innovation (4 Cr.), Data Management and Analytics (4 Cr.), Digital Transformation Management (4 Cr.), Diversity and Inclusion in Global Business Management (4 Cr.), Competitive Economics (4 Cr.), Contemporary Issues in Communication (4 Cr.), Business Evaluation (4 Cr.), Fundamentals of Internal Control - Introduction to Auditing (4 Cr.), Introduction to Logistics and Supply Chain (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional Environment (4 Cr.) Master's Business Seminars (2 Cr.)

Master in Business Administration and Management, concentration: Finance

Required courses (100 credits)

Business Plan (4 Cr.), Research Methodology (4 Cr.), Quantitative Research Methods (4 Cr.), Business Policy (4 Cr.), Decision Making in Business (4 Cr.), Dissertation Proposal (20 Cr.), Foundations of Risk Management (2 Cr.), Financial Reporting and Analysis (4 Cr.), Fusion Acquisitions (4 Cr.), Financial Markets (4 Cr.), Financial Data Analytics and Programming (4 Cr.), Advanced Finance (4 Cr.), Portfolio Management (4 Cr.), Future and Options Markets (4 Cr.), Compliance, Ethics and Regulations in Finance (2 Cr.), Dissertation (24 Cr.)

Institution's elective courses (20 credits)

Economic Analysis (4 Cr.), Financial Performance Management (4 Cr.), International Trade and Commerce (4 Cr.), Consumerism (4 Cr.), Customer-Focused Innovation (4 Cr.), Data Management and Analytics (4 Cr.), Digital Transformation Management (4 Cr.), Competitive Economics (4 Cr.), Contemporary Issues in Communication (4 Cr.), Business Evaluation (4 Cr.), Fundamentals of Internal Control - Introduction to Auditing (4 Cr.), Introduction to Logistics and Supply Chain (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional Environment (4 Cr.), Economics of Big Data and IA (2 Cr.), Introduction to Cryptocurrencies (2 Cr.).

Master in Business Administration and Management, concentration: Accounting, Auditing and Control

Required courses (100 credits)

Business Plan (4 Cr.), Business Policy (4 Cr.), Decision Making in Business (4 Cr.), Research Methodology (4 Cr.), Dissertation Proposal (20 Cr.), Quantitative Research Methods (4 Cr.), Applied Financial Analysis (4 Cr.), Management Accounting (4 Cr.), Advanced Accounting (4 Cr.), Internal Control and Risk Management (4 Cr.), Taxation and Legal Aspects of the Company (4 Cr.), Auditing and Accounting Censorship (4 Cr.), Company Diagnosis (4 Cr.), Advanced Finance (4 Cr.), Internship/Dissertation (24 Cr.), Accounting Theory and Information (4 Cr.)

Institution's elective courses (20 credits)

Economic Analysis (4 Cr.), Financial Performance Management (4 Cr.), International Trade and Commerce (4 Cr.), Consumerism (4 Cr.), Customer-Focused Innovation (4 Cr.), Data Management and Analytics (4 Cr.), Digital Transformation Management (4 Cr.), Diversity and Inclusion in Global Business Management (4 Cr.), Competitive Economics (4 Cr.), Contemporary Issues in Communication (4 Cr.), Business Evaluation (4 Cr.), Fundamentals of Internal Control - Introduction to Auditing (4 Cr.), Introduction to Logistics and Supply Chain (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional Environment (4 Cr.), Master's Business Seminars (2 Cr.)


Master in Business Administration and Management, concentration: Financial Asset Management

Required courses (100 credits)

Business Plan (4 Cr.), Business Policy (4 Cr.), Decision Making in Business (4 Cr.), Research Methodology (4 Cr.), Dissertation Proposal (20 Cr.), Quantitative Research Methods (4 Cr.), Graphic Analysis (2 Cr.), Financial Econometrics (4 Cr.), Financial Institutions Management (4 Cr.), Financial Markets (4 Cr.), Financial Data Analytics and Programming (4 Cr.), Financial Engineering (4 Cr.), Portfolio Management (4 Cr.), Future and Options Markets (4 Cr.), Compliance, Ethics and Regulations in Finance (2 Cr.), Dissertation (24 Cr.)

Institution's elective courses (20 credits)

Economic Analysis (4 Cr.), Financial Performance Management (4 Cr.), International Trade and Commerce (4 Cr.), Consumerism (4 Cr.), Customer-Focused Innovation (4 Cr.), Data Management and Analytics (4 Cr.), Digital Transformation Management (4 Cr.), Competitive Economics (4 Cr.), Contemporary Issues in Communication (4 Cr.), Business Evaluation (4 Cr.), Fundamentals of Internal Control - Introduction to Auditing (4 Cr.), Introduction to Logistics and Supply Chain (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional Environment (4 Cr.), Economics of Big Data and IA (2 Cr.), Introduction to Cryptocurrencies (2 Cr.).



SUGGESTED STUDY PLAN

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT

COMMON CORE

Semester 1

Code	Course Name	Credits
008BUPLM1	Business Plan	4
008GESSM1	Business Policy	4
008PPDGM1	Decision-Making in Business	4
	The student chooses 8 credits depending on the program Financial Performance Management (008FPMGM1) and Economic Analysis (008ANACM1) OR Corporate Communication (008COINM1) and Human Resources (008HUMRM1)	8
Total		20

Semester 2

Code	Course Name	Credits
008MDLRM2	Research Methodology	4
008PROMM2	Dissertation Proposal	20
008QRMTM2	Quantitative Research Methods	4
	The student chooses 8 credits International Trade and Commerce (008COEIM2, 4 Cr.), Consumerism (008CONSM2, 4 Cr.), Data Management and Analytics (008DMANM2, 4 Cr.), Digital Transformation Management (008DDTMM2, 4 Cr.), Competitive Economics (008ECDCM2, 4 Cr.), Contemporary Issues in Communication (008ECCOM2, 4 Cr.), Introduction to ESG Investing (008SUFIM2, 4 Cr.), Mastering the Professional Environment (008MPEVM2, 4 Cr.)	8
	The student chooses one course of 4 credits depending on the program Introduction to Logistics and Supply Chain (008ILCAM2, 4 Cr.), or Diversity and Inclusion in Global Business Management (008DIGBM2, 4 Cr.), or Customer-Focused Innovation (008CFIVM2, 4 Cr.) OR Fundamentals of Internal Control - Introduction to Auditing (008FCIAM2, 4 Cr.) or Business Evaluation (008EVEPM2, 4 Cr.) or Introduction to Logistics and Supply Chain (008ILCAM2, 4 Cr.)	4
Total		40

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: ACCOUNTING, AUDITING AND CONTROL

Semester 3

Code	Course Name	Credits
008ANFPM3	Applied Financial Analysis	4
008CAPGM3	Management Accounting	4
008COMSM3	Advanced Accounting	4
008CIGRM3	Internal Control and Risk Management	4
008FASJM3	Taxation and Legal Aspects of the Company	4
Total		20

Semester 4

Code	Course Name	Credits
008AUD1M4	Auditing and Accounting Censorship	4
008DIAGM4	Company Diagnosis	4
008FIAPM4	Advanced Finance	4
008MEMSM4	Internship/Dissertation	24
008THICM4	Accounting Theory and Information	4
Total		40

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: ENTREPRENEURSHIP AND NEW INFORMATION TECHNOLOGIES

Semester 3

Code	Course Name	Credits
008FEFUM3	Finance for Entrepreneurs and Fundraising Strategies	4
008GECLM3	Supply Chain Management	4
008GVETM3	Governance and Ethics	4
008MSTAM3	Market Strategy	4
008MENM3	Marketing Strategy for Entrepreneurs	4
Total		20

Semester 4

Code	Course Name	Credits
008COSCM3	Commercial Sites Design	4
008CRGEM4	Business Start-up and Management	4
008INTPM4	Intrapreneurship	4
008POMAM4	Project Management	4
008MEMSM4	Internship/Dissertation	24
Total		40

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: FINANCE**Semester 3**

Code	Course Name	Credits
008FRKMM3	Foundations of Risk Management	2
008FRAAM3	Financial Reporting and Analysis	4
008FAQAM3	Fusions Acquisitions	4
008MIMKM3	Financial Markets	4
008FDAPM3	Financial Data Analytics and Programming	4
	The student chooses one course of 2 credits and takes the second course in the second semester	
008EBDIM4 008ITCAM3	Economics of Big Data and IA (2 Cr.) OR Introduction to Cryptocurrencies (2 Cr.)	2
Total		20

Semester 4

Code	Course Name	Credits
008ADFIM4	Advanced Finance	4
008PFMAM4	Portfolio Management	4
008FAOMM4	Future and Options Markets	4
008CERFM4	Compliance, Ethics and Regulations in Finance	2
	The student chooses one course of 2 credits and takes the second course in the second semester	
008EBDIM4 008ITCAM3	Economics of Big Data and IA (2 Cr.) OR Introduction to Cryptocurrencies (2 Cr.)	2
008MEMSM4	Internship/Dissertation	24
Total		40

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: FINANCIAL ASSET MANAGEMENT**Semester 3**

Code	Course Name	Credits
008GPANM3	Graphic Analysis	2
008FIMGM3	Financial Institutions Management	4
008FECOM3	Financial Econometrics	4
008MIMKM3	Financial Markets	4
008FDAPM3	Financial Data Analytics and Programming	4
	The student chooses one course of 2 credits and takes the second course in the second semester	
008EBDIM4 008ITCAM3	Economics of Big Data and IA (2 Cr.) OR Introduction to Cryptocurrencies (2 Cr.)	2
Total		20

Semester 4

Code	Course Name	Credits
008FENGM4	Financial Engineering	4
008PFMAM4	Portfolio Management	4
008FAOMM4	Future and Options Markets	4
008CERFM4	Compliance, Ethics and Regulations in Finance	2
	The student chooses one course of 2 credits and takes the second course of in the second semester	
008EBDIM4 008ITCAM3	Economics of Big Data and IA (2 Cr.) OR Introduction to Cryptocurrencies (2 Cr.)	2
008MEMSM4	Internship/Dissertation	24
Total		40

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: MANAGEMENT

Semester 3

Code	Course Name	Credits
008INVMM3	Innovation Management	4
008ITMTM3	Intenational Management	4
008MSTAM3	Market Strategy	4
008ORDAM3	Organization Design	4
008IFMAM3	Situational Analysis	4
Total		20

Semester 4

Code	Course Name	Credits
008BPPCAM4	Business Processes and Company Structuring	4
008NEGOM4	Negociation	4
008OPMAM4	Operations Management	4
008POMAM4	Project Management	4
008THSAM4	Dissertation	24
Total		40

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: MARKETING (double degree)

Semester 3

Code	Course Name	Credits
008ADECM3	Customer Experience Analysis	2
008ATMMKM3	Cross-Functional Approach to Marketing	2
008CPECM3	Digital Consumer Behavior	2
008CMDNM3	Multicultural Negotiation Contexts	2
008CRMMM3	CRM	2
008DISEM4	Display and Search	2
008ETHAM3	Business Ethics	2

008MGVAM3	Value Management	2
008MPYMM3	Yield Management Practice	2
008PLANM3	Marketing Strategy	2
Total		20

Semester 4

Code	Course Name	Credits
008GDRSM4	Social Networks Management	2
008MCEXM4	Management of Experiential Contexts	2
008MKBAM3	Banking Marketing	2
008SISVM4	Innovation Marketing	2
008MEMPM4	Dissertation	22
008DPMMM4	Memory and Personal Development Methodology	2
008MEQLM4	Methodology and Qualitative Studies	2
008MEQQM4	Methodology and Quantitative Studies	2
008PMAPM4	Applied Marketing Projects	2
008SDMBM4	Digital and Mobile Strategy	2
Total		40

COURSE DESCRIPTION – 1st YEAR OF THE MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT (COMMON CORE)

008BUPLM1 Business Plan 4 Cr.

Business Plan is a basic course that enables students to acquire all the key steps and techniques necessary to develop a business plan as regards the creation of a new business, the launch of a fresh project in an existing company and/or the development of an already existing project. It consists of the written description of a business creation project, establishing it is a primary objective for any manager since this course brings together several learned concepts such as corporate finance, marketing and management and consolidates them together in a plan of action. The business plan is a must to give the project a maximum chance of success.

008GESSM1 Business Policy 4 Cr.

The differentiation, positioning, expansion, diversification and market penetration strategies; the consequences of the various strategies, as well as their impact, on the business environment.

008PPDGM1 Decision-Making in Business 4 Cr.

The aim of this course is to study management tools in a highly dynamic environment through a review of theories and the development of management models adapted to this type of environment. This implementation is done through a corporate simulation (Shadow Manager's Domotix) that allows you to practice the operation of a company over several years. Through the simulation, students will be confronted with the complexity of the prepared decision-making and the results obtained in the face of internal and external constraints and opportunities. Simulation also tests other human skills such as confrontation, learning decision-making and teamwork, testing leadership or negotiating skills.

008ANACM1 Economic Analysis* 4 Cr.

The analysis of economic problems, the effectiveness and limitations of fiscal, monetary and anti-inflationary policies based on the theoretical proposals of the different schools of economic thought.

oo8COINM1	Corporate Communication*	4 Cr.
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This course deals with the various aspects and tools of integrated communication. It focuses on the means available to develop communication plans and integrate them into a comprehensive marketing strategy. It enables students to understand the meaning of the profession of communication as well as its requirements while learning the field in a practical and close-to-the-field way. The course allows students to study the evolving technologies and possibilities of the web in terms of communication and to understand the trends that change and modernize at the pace of consumer moods. Crisis communication is dealt with in detail allowing students to integrate it into their strategic thinking.

oo8FPMGM1	Financial Performance Management*	4 Cr.
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This course provides the necessary skills for students to develop strategies relating to where you want to be headed as an organization and to provide the necessary direction to get there. More specifically, students are asked to express and defend their own viewpoints, reconcile them with others' and existing practices in financial reporting, and take personal responsibility for cases. The course covers the various approaches to financial plan modelling, the all-important cash flow planning and forecasting and performance measurement and reflect this in increased shareholder value with the primary aim of maximization of shareholder wealth.

oo8HUMRM1	Human Resources*	4 Cr.
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Human resources management is undergoing rapid and continuous change. It must prepare itself to anticipate the future and adapt its practices to environmental developments. As part of a strategic vision of the human resources function, this course primarily aims to define the nature of this function, to analyse its role and objectives, as well as to explain the links that exist between its activities and those of other directions in the company. Secondly, this course introduces students to the operational dimension of human resources management, dealing with the different areas of the Human Resources function without forgetting its theoretical dimension.

oo8MDLRM2	Research Methodology	4 Cr.
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This course is divided into two complementary parts. The first part entitled Research Design enables students to understand the main paradigms of research, the process and the different methods of research in social sciences, in particular in management science, and how to gather empirical data to be able to draw conclusions about certain phenomena through qualitative and quantitative studies. The second part, Statistical Research Methods, aims to introduce students to methods of data analysis in quantitative research in social sciences. After an overview of the basic concepts in Descriptive Statistics, students will be introduced to the various statistical techniques that allow to describe a variable (univariate analysis), to unravel the relationships between two or more variables (bi- and multivariate analyses), to draw conclusions on the characteristics of a population from the observation of a sample (inferential statistics), as well as to test the assumptions.

oo8QRMTM2	Quantitative Research Methods	4 Cr.
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The objective of this course is to introduce basic concepts and statistical methods of primary and secondary data analysis applied for business. At the end of this course, the participants will be able to: (i) organize and describe data in different schemes, (ii) interpret and compare observed results for more than two variables, (iii) efficiently use different tests to validate chosen hypotheses, (iv) undertake advanced analysis over research questions, and (v) implement statistical models to forecast the studied variables.

oo8COEIM2	International Trade and Commerce*	4 Cr.
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Study of issues associated with the globalization of markets and the development of international trade.

oo8CONSM2	Consumerism*	4 Cr.
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The saturation of markets has led manufacturing and distribution professionals to abuse mass industry and communication methods. The results have had a negative impact on market stability, on fair competition and on health balance. The role of consumer legality is to detect professional abuse at all levels and to protect markets and thus to introduce the concept of integrating safe consumption into production and distribution policies. Consumerism imposes itself as a balancing and interactive interventionism.

008CFIVM2 Customer-Focused Innovation* 4 Cr.

Students will be introduced to the basic principles of design thinking, especially as applied to the three essentials for innovating success – user *desirability*, technical *feasibility* and business/economic *viability*. Collaboration experience with students at Santa Clara University on a design thinking project primarily (not exclusively) centered on desirability. (Student teams apply content from synchronous classes and asynchronous preparations to an assignment directed by actual client companies. 6 to 10-person project teams (and sub-team pairs). Upon successful completion of this course, students will be able to:

1. understand the challenges, principles and practices of design thinking as applied in the process of innovating;
2. experience the creative, interpretive, and translational challenges addressed through design thinking applied to end-user desirability, particularly in a cross-cultural context with significant resource asymmetries.

008DMANM2 Data Management and Analytics* 4 Cr.

While data management is the process of collecting, organizing, and protecting an organization's data. Data Analytics is the process of understanding why data (or Big Data) are important and discovering patterns and trends in different sets of data. Data analytics is the process of taking raw data and turning it into something meaningful we can understand. Data is meaningless without management and analysis. Every data set has tremendous value. Data Management and Analytics will help demystify data and strengthen students' analytical skills. Another vital skill would be to represent and report data to stakeholders.

008DDTMM2 Digital Transformation Management* 4 Cr.

The objective of this course is to enable students to think of solutions to business problems in a data-driven world, and to be able to manage projects, risks and change in an organization that is going through a digital transformation.

- 1- Data/AI/Digital Projects
 - a. Problem definition
 - b. Decision making process
 - c. Solution identification: internal vs external, platforms, tools, methodology
- 2- Digital Transformation in an Organization:
 - a. Project management framework
 - b. Organization culture and structure
 - c. Team management
 - d. Communication management
 - e. Creativity and innovation in solutions
 - f. Legal and ethical issues

008DIGBM2 Diversity and Inclusion in Global Business Management* 4 Cr.

People in the workplace are constantly interacting with peers, managers, and customers with very different backgrounds and experiences. When harnessed effectively, these differences can be the catalyst for creative breakthroughs and the pathway to team and organizational learning and effectiveness; but when misunderstood, these differences can challenge employees' values, performance, workplace relationships, and team effectiveness. This course is designed to help students navigate diverse settings more effectively and improve their ability to work within and lead diverse teams and global organizations. It also offers students the opportunity to develop their critical thinking on topics such as identity, relationships across difference and bias, and equality of opportunity in organizations around the world and how they relate to organizational issues of equality of opportunity, inclusion, and effectiveness.

008ECDCM2 Competitive Economics* 4 Cr.

Addressed to first year students of the Master in Business Administration and Management, the Competitive Economics course is part of the continuity of the microeconomics course and aims to explain the different types of markets as well as the behavior of companies on each of them.

At the end of this course, students are expected to understand the rules and strategies of competition in different markets. They must be able to distinguish between the behavior and strategies adopted by economic actors in perfect and imperfect competition. They must also be able to apply theoretical concepts to concrete cases.

008ECCOM2	Contemporary Issues of Communication *	4 Cr.
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Addressed to first year students of the Master in Business Administration and Management, this highly interactive course explores world events through the lens of communication. Mass migration, climate change, artificial intelligence, social networks, new digital currencies, energy crises, pandemics, etc. our world is changing at lightning speed. The systems put in place since the end of the World War II are crumbling; a new sustainable system is not in place yet. Between the two, a conversation is needed to help us better understand, and above all to try to disentangle the true from the false.

008EVEPM2	Business Evaluation*	4 Cr.
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Every investor, current or potential, needs to know the current and future situation of their investment, in order to be able to draw up preference criteria or investment selection criteria. Valuing a company is a delicate exercise, requiring a great deal of skill and experience on the part of those who undertake it, as a multitude of data needs to be studied.

The aim of this course is to describe and introduce students to different methods of valuing companies: asset-based and economic methods. It uses examples and case studies to help students understand the mechanics of each method, and the main steps involved in valuing a company using the appropriate method.

008FCIAM2	Fundamentals of Internal Control - Introduction to Auditing *	4 Cr.
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Internal control is a decision-making tool that enables an organization to effectively and efficiently achieve its strategic objectives, and to maintain or even improve its performance.

To this end, this course demonstrates and explains the usefulness of setting up an internal control system. It then details the main internal control procedures and techniques, and provides methods for assessing the quality of the system. It presents a wide range of internal control concepts, tools and methods. The course uses concrete examples to put into practice certain aspects of the COSO model. Finally, the course explains risk management practices within the company.

008ILCAM2	Introduction to Logistics and Supply Chain *	4 Cr.
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The aim of the course is to provide students with a basic understanding of logistics. This basic approach is supplemented by the acquisition of the logistics terminology, which will unify the subsequent understanding of concepts and facilitate a more in-depth approach to the subject. Finally, an example of military logistics will illustrate what has been learned.

008SUFIM2	Introduction to ESG Investing*	4 Cr.
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The course is an introductory course in ESG investing and aims at enabling students to:

- Understand the context for different approaches to responsible investment and specifically, consideration of environmental, social and governance (ESG) factors.
- Understand the underlying issues that constitute factors within each of the environmental, social and governance areas.
- Understand the broader sustainability context and global initiatives.
- Understand the ESG market: relevance, size, scope, key drivers and challenges, and risks and opportunities.

008MPEVM2	Mastering the Professional Environment*	4 Cr.
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1. Get grounded: Students will raise their self-awareness, their identity, their role, their vision, their mission, their values, etc.
2. Use your time wisely: Students will understand the importance of the time factor in performance and stress management, by identifying strategies to improve their time management skills.
3. Communicate simply and powerfully: Students will learn how to manage their thoughts, emotions and behaviors and they will identify the appropriate communication standards.
4. Strengthening your powerbase: Students will identify their network of professional relationships that makes up their powerbase and helps them achieve their targets.
5. Engage and mobilize teams: Students will know how to create the right environment for team members by learning about the leadership tripod (leader, follower, and common goal).

6. Manage Up: Students will learn how to manage in higher roles, by understanding that each organization has certain objectives, and that everyone seeks their personal development and growth.
7. Manage your limiting belief: Students will understand how to control limiting beliefs with positivity and positive thinking, and with creating new habits.
8. Lead change: Students will know that the only constant in life is change. They will understand how to transform their mindset and apply their learning to make change happen.
9. Solve a conflict: Students will understand why, when, and how they should resolve a conflict.
10. Master executive presence: Students will know how to develop and master executive presence, by mastering their body language, and raising their self-esteem and self-awareness.

008PROMM2	Dissertation Project	20 Cr.
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The M1 dissertation project is a research project, neither a draft nor a simple statement of the question. It must be an accomplished, organized piece of research that presents a proposal on a subject, shows that the student has carried out and taken advantage of bibliographical research, and constitutes a genuine argument.

COURSE DESCRIPTION – 2nd YEAR OF THE MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: ACCOUNTING, AUDITING AND CONTROL

008ANFPM3	Applied Financial Analysis	4 Cr.
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The aim of the course is to prepare students to carry out financial analysis that will enable them to make judgments on a company's performance and financial situation from the shareholder's point of view in terms of value creation, and from the creditors' point of view in terms of solvency. Firstly, it aims to consolidate students' knowledge of fundamental financial mechanisms (cash flow, results, economic assets and financial resources). Secondly, it enables students to position themselves as financial analysts by successively analyzing wealth generation, investments, their financing and profitability.

This course uses examples and practical cases to train students to apply a structured financial diagnostic approach leading to conclusions as to a company's ability to meet its commitments and create value.

008CAPGM3	Management Accounting	4 Cr.
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Management accounting has gradually replaced cost accounting. It is used to calculate costs/cost prices, to determine the profitability/performance of products, services or different company functions. It is relevant to management decision-making within the company.

Management accounting incorporates all the approaches and techniques that help managers identify costs within their organization. It has continued to evolve with the gradual emergence of other costing and management tools.

The aim of the in-depth Management Accounting course is to explore these main tools and identify their contribution to obtaining meaningful information in line with the management strategies adopted by company directors.

008COMSM3	Advanced Accounting	4 Cr.
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The great movement towards economic concentration that characterizes the present era sometimes leads companies to establish more or less close links between themselves, or to group together through mergers. Mergers help strengthen a company's competitive edge. Today, it is necessary to reach a certain sales threshold in order to generate the profits needed for essential investments in equipment, the rationalization of production, research into new products or the improvement of existing ones. Mergers are also sometimes a means of reorganizing the structure of a group: the parent company absorbs certain subsidiaries, a subsidiary absorbs others, or certain subsidiaries merge together to create a new subsidiary. Last but not least, mergers enable companies to increase their market share in sectors in which they wish to develop their activities. This type of operation calls on many disciplines and fields of expertise.

This course is essentially designed to give students a grounding in higher-level accounting, so that they can deepen their ability to analyze a company's accounting and financial information over the course of their career. It also provides them with the knowledge they need to practice this type of accounting in the auditing, control and accounting professions.

008CIGRM3	Internal Control and Risk Management	4 Cr.
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In the public and private sectors alike, internal control is the internal management tool *par excellence* for safeguarding assets and ensuring the quality of information and services. It is a management tool that ensures that all processes comply with legal, financial, information reliability, deadline and other requirements. The course will also cover corporate risks and how these can be addressed and controlled by the Internal Control System.

008FASJM3	Taxation and Legal Aspects of the Company	4 Cr.
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The aim of the course is to consolidate the concepts of company law (public limited, holding and offshore) as well as the tax aspect.

008AUD1M4	Auditing and Accounting Censorship	4 Cr.
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Auditing and accounting censorship is an examination of a company's financial statements, aimed at verifying their sincerity, regularity, conformity and ability to reflect a true and fair view of the company. Auditing and accounting censorship is the modern form of control, verification, inspection and monitoring of accounts, with a critical dimension. Audits can be internal or external.

008DIAGM4	Company Diagnosis	4 Cr.
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The aim of this course is to enable students to draw up a strategic diagnosis and understand the environmental challenges facing companies. Students must be able to propose solutions adapted to the conclusions of the diagnosis that has already been drawn up.

008FIAPM4	Advanced Finance	4 Cr.
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The aim of this course is to enhance students' skills in finance, particularly in financial market knowledge and business diagnosis skills.

It covers the following three parts:

- Financial market dynamics, including risk and profitability
- Financial diagnosis of companies
- International financial news

008THICM4	Accounting Theory and Information	4 Cr.
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One of the aims of the "Accounting Theory and Information" course is to help dispel the prejudice that accounting is merely a technique. Such a view hinders the development of accounting.

This course aims to demonstrate that accounting is increasingly based on scientific knowledge, and that it is part of the evolving social sciences.

It shows that this discipline encourages reflection and helps develop the mind.

It offers a critical analysis of certain accounting theories (positive and normative), while highlighting the main events that have shaped the accounting discipline over time and marked its progress towards scientific thinking. Finally, it reviews the evolution of accounting at the international level, namely international accounting harmonization through the creation of the International Accounting Standards Board (IASB)/International Financial Reporting Standards (IFRS) and the development of IAS/IFRS international accounting standards.

008MEMSM4	Internship/Dissertation	24 Cr.
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A dissertation is the culmination of a process in which students learn to work independently and become producers of knowledge. It is the student who, in dialogue with their dissertation director, defines their subject; the drafting and completion of the dissertation must reflect the student's ability to constructively think about the subject, and to adopt the methodology and approach of a researcher.

Whether or not students intend to carry out research, their dissertation reflects their ability to define and carry out a project. By complying with presentation and writing standards, they demonstrate their ability to reconcile initiative with the ability to assimilate institutional requirements.

COURSE DESCRIPTION – 2nd YEAR OF THE MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: ENTREPRENEURSHIP AND NEW INFORMATION TECHNOLOGIES

008FEFUM3 Finance for Entrepreneurs and Fundraising Strategies 4 Cr.

This course is designed to equip students with essential skills in innovation and entrepreneurship. Through a dynamic learning experience, students will:

- Explore design thinking approach and principles: Gain proficiency in the Design Thinking approach, fostering a mindset of creativity, problem-solving, and user-centric design.
- Develop economically viable business models: Acquire the knowledge and skills to construct business models that are economically sustainable and aligned with market needs.
- Master financial modeling, budgeting, and projections: Delve into the fundamentals of financial modeling, budgeting techniques, and the creation of accurate financial projections to enhance decision-making processes.
- Understand funding mechanisms and capital structure: Gain insights into various methods of funding business ventures, including debt and equity capital, cost of capital considerations, and an understanding of different investor types.
- Craft effective pitch decks and presentation skills: Learn the key components of a compelling Pitch Deck and hone the art of delivering impactful pitches, crucial for attracting investors and stakeholders.

Throughout this course, students will engage in practical applications, case studies, and real-world scenarios, fostering a comprehensive understanding of innovation, entrepreneurship, and the financial aspects of business development.

008GECLM3 Supply Chain Management 4 Cr.

Supply chain management covers all the activities that govern and manage the process of delivering a given product to the end customer, from the purchase of raw materials, the transport and storage of these raw materials, the production activity, the storage of finished products, the recording and tracking of orders, distribution through the various distribution chains, as well as the IT systems needed to monitor and administer all these activities. In addition, it links the various partners in the chain, from different departments within a company to external partners, such as suppliers, customers, carriers and subcontractors. The key to the success of the logistics chain is to see and know how to manage all these different activities as a single process.

008GVETM3 Governance and Ethics 4 Cr.

This comprehensive course on corporate governance provides a thorough understanding of the key principles, practices, and challenges associated with effective corporate governance. Participants will delve into various aspects, including:

- Foundational understanding of corporate governance
- Board structure and dynamics
- Strategic contribution and evaluation
- Executive leadership and succession planning
- Internal audit and control procedures
- Disclosure and shareholder rights
- Ethics and culture

This course offers a comprehensive exploration of corporate governance principles, ensuring participants acquire practical knowledge and skills applicable in various business settings.

008MSTAM3 Market Strategy 4 Cr.

The overall aim of the course is to broaden the field of vision beyond traditional marketing activities to identify, select and implement strategic positioning.

008MENM3 Marketing Strategy for Entrepreneurs 4 Cr.

An introduction to the concept of entrepreneurship and its relationship to marketing and strategic management, and tactics to apply.

The main differences between traditional marketing and entrepreneurial marketing are examined, and the challenges faced by entrepreneurs. Defining target companies through entrepreneurial marketing, identifying marketing in entrepreneurship.

This includes determining the characteristics of entrepreneurial marketing, targeting and related tactics, the notion of value and defining exchange or use values in relation to entrepreneurship, identifying opportunities, creating or identifying needs. The course also focuses on the identification of the entrepreneur's approach to markets and consumers.

The Product Gap concept is introduced to highlight consumer expectations, supply discrepancies and the means used to reduce the gap for better measurement and control. Finally, a presentation on Marketing Warfare as applied to the entrepreneurial market and related tactics and emphasizes the "Guerilla Marketing" approach.

008COSCM3	Commercial Sites Design	4 Cr.
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This course is addressed to future managers responsible for developing the websites of companies in different sectors. The aim of this course is to introduce the new concepts of digital marketing in relation to company sales and content presentation sites in terms of communication, advertising and publication of offers, etc.

Throughout the course, students will discover the tools and technical solutions currently available in this sector, and define the ins and outs of an effective Internet marketing strategy. They will also analyze the impact of new technologies on e-commerce and the future of the sector.

008CRGEM4	Business Start-up and Management	4 Cr.
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In this course, students study the steps involved in setting-up a small business, by studying demand and developing a suitable offer.

008INTPM4	Intrapreneurship	4 Cr.
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The proposed course content is as follows:

1. How to build an effective project plan?
2. How best to evaluate the financial returns of your project?
3. What are the possible risk dimensions of your project and the related mitigation plans?
4. What is the right governance structure to support your project?
5. How best to pitch for your project?
6. How do you build trust with your stakeholders with a focus on your client to ensure a successful execution?

The 6 sessions will take place from 5 pm to 8 pm the last week of January starting the 30th. Afterwards, students will be conducting their projects inside companies of your choice or their choice.

The 6 sessions will be followed by 4 to 6 online review sessions to monitor the project execution and address potential bottlenecks. We will have a jury at the end of April to review the projects and give feedback.

008POMAM4	Project Management	4 Cr.
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This course provides an in-depth approach to the principles and practices of project management. Students will learn how to plan, organize, and control projects using tools and techniques and should be prepared to obtain the Certified Associate in Project Management (CAPM).

008MEMSM4	Internship/Dissertation	24 Cr.
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A dissertation is the culmination of a process in which students learn to work independently and become producers of knowledge. It is the student who, in dialogue with their dissertation director, defines their subject; the drafting and completion of the dissertation must reflect the student's ability to constructively think about the subject, and to adopt the methodology and approach of a researcher.

Whether or not students intend to carry out research, their dissertation reflects their ability to define and carry out a project. By complying with presentation and writing standards, they demonstrate their ability to reconcile initiative with the ability to assimilate institutional requirements.

COURSE DESCRIPTION – 2nd YEAR OF THE MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: FINANCIAL ASSET MANAGEMENT

008AGRPM3	Graphic Analysis	2 Cr.
<p>This course focuses on studying past prices of securities or currencies to try to forecast their future prices using graphical analysis.</p> <p>Direct applications are an integration of practice within a rigorous theoretical framework.</p> <p>Unlike fundamental analysis, which is based on a company's accounting, financial and industrial data, technical analysis (charting) draws its interest from the fact that it draws useful information directly from the market to launch, buy or sell signals. It uses the past to obtain these signals. It allows us to detect favorable moments for selling, and has become an indispensable element to take into account when managing a stock market portfolio. By analyzing the evolution of prices and volumes of traded securities, one is able to take into account not only the objective phenomena that influence the progression of a stock or an index, but also the more subjective phenomena resulting from group psychology. These subjective elements are difficult to detect with traditional forecasting techniques such as fundamental analysis or econometric analysis.</p>		
008GINFM3	Financial Institutions Management	4 Cr.
<p>The course is designed for students in the Financial Asset Management program. It explores the operations, strategies, and regulations that govern financial institutions such as banks, asset management firms, insurance companies, and others. Participants will study risk management, portfolio management, and regulatory challenges in the financial sector.</p>		
008FECOM3	Financial Econometrics	4 Cr.
<p>The "Financial Econometrics" course focuses on the application of advanced econometric methods to analyze and model financial data. Participants will use the R programming language to perform statistical and econometric analyses specific to financial markets.</p>		
008MARFFM3	Financial Markets	4 Cr.
<p>The "Financial Markets" course is designed for students in the Corporate Finance and Financial Asset Management programs to provide them with an in-depth understanding of financial markets, how they operate and their role in corporate finance. Financial markets are at the heart of all financial decisions, whether they involve fundraising, portfolio management or risk management.</p>		
008FDAPM3	Financial Data Analytics and Programming	4 Cr.
<p>The "Financial Data Analytics and Programming" course is designed to train students in the advanced use of data analytics and programming in the financial context. Data analytics and programming skills are increasingly essential for corporate finance professionals, enabling them to make informed decisions, automate tasks and optimize financial processes.</p>		
008FENGM4	Financial Engineering	4 Cr.
<p>The "Financial Engineering" course is designed for students in the Financial Asset Management program. It focuses on advanced financial engineering techniques used to structure complex transactions, develop innovative financial products and manage financial risks. Participants will study both the theoretical and practical aspects of financial engineering.</p>		
008PFMAM4	Portfolio Management	4 Cr.
<p>The "Portfolio Management" course is designed for students in the Corporate Finance and Financial Asset Management programs. It aims to develop the skills needed to design, manage and optimize financial asset portfolios. Participants will explore the principles of diversification, asset valuation, risk management and performance monitoring in a financial context.</p>		

008FAOMM4	Future and Options Markets	4 Cr.
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The “Futures and Options Markets” course is designed for students in the Corporate Finance and Financial Asset Management programs. It aims to provide an in-depth understanding of derivative markets, including futures and options. Participants will explore the theoretical concepts and practical applications of these financial instruments.

008CERFM4	Compliance, Ethics and Regulations in Finance	2 Cr.
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This course aims to prepare students in the Corporate Finance and Financial Asset Management programs to understand and integrate ethical principles and social responsibilities into the financial context. It explores the ethical dilemmas specific to financial decisions and asset management, while emphasizing the importance of CSR in these areas.

008EBDIM4	Economics of Big Data and IA*	2 Cr.
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The course explores the economic impacts of the use of big data and artificial intelligence (AI) in business and finance. Participants will explore how these technologies are transforming financial decisions, asset management and business models.

008ITCAM3	Introduction to Cryptocurrencies*	2 Cr.
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The course explores emerging financial technologies (Fintech) and the world of digital finance, including cryptocurrencies and blockchains. Participants will study the technological innovations transforming the financial sector and examine the opportunities and challenges associated with crypto-assets.

008MEMSM4	Internship/Dissertation	24 Cr.
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A dissertation is the culmination of a process in which students learn to work independently and become producers of knowledge. It is the student who, in dialogue with their dissertation director, defines their subject; the drafting and completion of the dissertation must reflect the student’s ability to constructively think about the subject, and to adopt the methodology and approach of a researcher.

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COURSE DESCRIPTION - MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: FINANCE

008FRKMM3	Foundations of Risk Management	2 Cr.
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This course is designed to provide students with a thorough understanding of the fundamentals of risk management in the financial and business context. It explores the different categories of risk faced by organizations, including financial, operational, strategic and market risks, and examines the tools, techniques and strategies used to manage them.

008FRAAM3	Financial Reporting and Analysis	4 Cr.
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This course is an immersive, hands-on experience designed to prepare students to make strategic financial decisions in a dynamic, realistic environment. Using market simulations, real-time financial data and portfolio management models, this course enables students to apply their finance skills and develop a deep understanding of portfolio management.

008FAQAM3	Fusions Acquisitions	4 Cr.
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This course is an in-depth exploration of the processes, strategies and financial implications of mergers, acquisitions and divestitures. Students will gain a comprehensive understanding of the key issues involved in mergers and acquisitions, preparing them for careers in corporate finance, strategy consulting, business law and corporate management.

008MARFFM3	Financial Markets	4 Cr.
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The “Financial Markets” course is designed for students in the Corporate Finance and Financial Asset Management programs to provide them with an in-depth understanding of financial markets, how they operate and their role in corporate finance. Financial markets are at the heart of all financial decisions, whether they involve fundraising, portfolio management or risk management.

008FDAPM3	Financial Data Analytics and Programming	4 Cr.
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The “Financial Data Analytics and Programming” course is designed to train students in the advanced use of data analytics and programming in the financial context. Data analytics and programming skills are increasingly essential for corporate finance professionals, enabling them to make informed decisions, automate tasks and optimize financial processes.

008ADFIM4	Advanced Finance	4 Cr.
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This course is specially designed for students in the Corporate Finance program. It aims to develop in-depth expertise in advanced financial analysis, with an emphasis on the application of these skills in the corporate finance context. Participants will explore advanced analytical concepts and techniques to better understand and assess the financial health of companies.

008PFMAM4	Portfolio Management	4 Cr.
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The “Portfolio Management” course is designed for students in the Corporate Finance and Financial Asset Management programs. It aims to develop the skills needed to design, manage and optimize financial asset portfolios. Participants will explore the principles of diversification, asset valuation, risk management and performance monitoring in a financial context.

008FAOMM4	Future and Options Markets	4 Cr.
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The “Futures and Options Markets” course is designed for students in the Corporate Finance and Financial Asset Management programs. It aims to provide an in-depth understanding of derivative markets, including futures and options. Participants will explore the theoretical concepts and practical applications of these financial instruments.

008CERFM4	Compliance, Ethics and Regulations in Finance	2 Cr.
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This course aims to prepare students in the Corporate Finance and Financial Asset Management programs to understand and integrate ethical principles and social responsibilities into the financial context. It explores the ethical dilemmas specific to financial decisions and asset management, while emphasizing the importance of CSR in these areas.

008EBDIM4	Economics of Big Data and IA*	2 Cr.
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The course explores the economic impacts of the use of big data and artificial intelligence (AI) in business and finance. Participants will explore how these technologies are transforming financial decisions, asset management and business models.

008ITCAM3	Introduction to Cryptocurrencies*	2 Cr.
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The course explores emerging financial technologies (Fintech) and the world of digital finance, including cryptocurrencies and blockchains. Participants will study the technological innovations transforming the financial sector and examine the opportunities and challenges associated with crypto-assets.

008MEMSM4	Internship/Dissertation	24 Cr.
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A dissertation is the culmination of a process in which students learn to work independently and become producers of knowledge. It is the student who, in dialogue with their dissertation director, defines their subject; the drafting and completion of the dissertation must reflect the student’s ability to constructively think about the subject, and to adopt the methodology and approach of a researcher.

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COURSE DESCRIPTION - MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: MANAGEMENT

008INVMM3	Innovation Management	4 Cr.
<p>This course emphasizes the need to view innovation as a management process. It presents the concepts that help show how the firm gathers information over time, how it uses technical and societal knowledge and how it develops an attractive proposition for its products and services. It shows how it is achieved through developing linkages and partnerships with those having necessary capabilities. The course explains how firms can improve their innovation processes to develop new products and services. It recognizes the importance of innovation to achieve competitive advantage and long-term financial success.</p>		
008ITMTM3	International Management	4 Cr.
<p>This course delivers global theoretical and analytical insights related to managing the environmental factors, social responsibility, conflict and culture, firm's strategy, structure and control, human resources, as well as motivations and leadership in multinational corporations. It aims at providing students with a widespread of information linked to firms' management challenges, opportunities, and activities at an international level. During the course, practical scenarios and applied case study activities will be addressed.</p>		
008MSTAM3	Market Strategy	4 Cr.
<p>This course aims to broaden students' field of vision beyond the traditional activity of marketing. It must lead them to identify, choose and implement strategic positioning in a simulated real environment.</p>		
008ORDAM3	Organization Design	4 Cr.
<p>Evolution of organizations and management theories, history of work and organizational design, transformation of organizations, institutional theory, managing conflict, power, and politics, decision making in organizations and IT.</p>		
008IFMAM3	Situational Analysis	4 Cr.
<p>This course Situational Analysis (SA) uses analytic maps of the situation, processes and relations identified using approaches pioneered in Grounded Theory. Part I introduces students to the method of SA, discussing recent developments in the field. Part II offers five new chapters about various facets of the SA method, including a history of Grounded Theory and Situational Analysis, SA as critical pragmatist interactionism, using SA in managing a mixed-methods project, and SA mapping in the social policy classroom and in clinical counseling as innovatively collaborative analysis. Part III offers six new exemplary research articles drawn from energy research and international relations, public health research methods, disabled access to public transportation, participation in conservation in a biosphere reserve, and PTSD and the military. The carefully selected new readings vividly demonstrate how widely this method has travelled, successfully meeting the needs of diverse researchers seeking an innovative relational approach to critically analyzing a wide array of data. Situational Analysis in Practice will be of interest to undergraduate and graduate students practicing the SA method across the social sciences, including sociology and healthcare among other disciplines, as well as research scholars interested in qualitative inquiry.</p>		
008BPPCAM4	Business Processes and Company Structuring	4 Cr.
<p>This is an intermediary/advanced course in Organizational Design, covering various organizational features, including strategy, structures and governance, processes and systems, decision-making, people/resource performance management, and change management. Organizations are varied and are found everywhere: for-profit businesses, new startups, universities, hospitals, restaurants, and non-profit associations, public/government ministries and many more.</p> <p>Organizational success and succeeding in organizations requires a deep understanding of how organizations develop, execute, and govern their strategies. Theories and best practices in Organizational Design and Business</p>		

Processes are explored using case studies and the related extant literature. In addition, students are exposed to the various tools and tactics to become more effective as individuals and team players, managers and entrepreneurs in organizations.

008NEGOM4	Negotiation	4 Cr.
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This course aims to improve students' understanding of negotiation strategies and processes, considering the situational context, relationship aspect, and negotiation goals. With a focus on business negotiation, the course offers tips on the preparation work and the applicable techniques relevant to a chosen strategy. The course also briefly introduces the role and types of third-party intervention for negotiations and conflict resolution. Finally, it addresses issues related to cross-cultural negotiations, as workforce diversification and globalization of organizations have made these increasingly important.

008OPMAM4	Operations Management	4 Cr.
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Decision making to optimize the management of operations in the enterprises, business environment and uncertainties, supply chain management, project planning, inventory and transportation management, waiting lines and experience effect.

008THSAM4	Dissertation	24 Cr.
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A dissertation is the culmination of a process in which students learn to work independently and become producers of knowledge. It is the student who, in dialogue with their dissertation director, defines their subject; the drafting and completion of the dissertation must reflect the student's ability to constructively think about the subject, and to adopt the methodology and approach of a researcher.

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COURSE DESCRIPTION – 2nd YEAR OF THE MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: MARKETING (DOUBLE DEGREE)

008ATMMKM3	Cross-Functional Approach to Marketing	2 Cr.
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This course presents new information and communication technologies and analyzes their impact on sales and marketing practices.

008CPECM3	Digital Consumer Behavior	2 Cr.
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By studying consumer and e-consumer behavior, we can identify opportunities for our business and better understand consumer needs and expectations, enabling us to design products and services that meet these expectations.

By focusing on Internet purchasing behavior, we can develop our e-commerce offering.

008CMDNM3	Multicultural Negotiation Contexts	2 Cr.
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Intercultural negotiation is one of those practices in which the issue of cultural differences comes fully into play, due to the existence of values and styles of behavior specific to each party. This course highlights the cultural differences that managers encounter when negotiating internationally, and how to understand and manage them.

008CRMMM3	CRM	2 Cr.
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The main aim of this course is to teach the marketing techniques used to create and maintain a mutually beneficial relationship between the company and its customers, through better identification, targeting and retention of customers. At the end of the course, students will be able to take action on customers using appropriate relationship marketing techniques.

008ETHAM3	Business Ethics	2 Cr.
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This course introduces students to the themes of ethics and corruption. It is essential for a manager to integrate ethics into the company's day-to-day activities, including marketing strategies. This course will enable students to identify situations of corruption, to become aware of frequent ethical dilemmas and to understand the ethical decision-making process.

008MGVAM3	Value Management	2 Cr.
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This course is dedicated to value management and is part of an in-depth study of consumer behavior in marketing. From an academic point of view, the aim is to present this fundamental notion in marketing, addressing the nature of the concept, its conceptualization, measurement and nomological network.

On a managerial level, the aim is to equip students with the fundamental knowledge needed to analyze, define and enhance the value proposition of an offer on the market.

008PLANM3	Marketing Strategy	2 Cr.
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This course aims to raise students' awareness of the importance of strategic marketing plans, and establish the strategies to be implemented in order to achieve objectives, aligning available resources with market potential.

008MCEXM4	Management of Experiential Contexts	2 Cr.
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This course aims to analyze the Lebanese and French sales systems, analyze consumer behavior at the point of sale, and present point-of-sale management tools.

008MKBAM3	Banking Marketing	2 Cr.
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This course aims to introduce students to banking customer behavior and the bank marketing mix.

008SISVM4	Innovation Marketing	2 Cr.
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From an academic point of view, the aim is to gain a better understanding of what an innovation is, the innovation process, and the adoption and dissemination processes.

On a managerial level, the aim is to equip students with the knowledge they need to maximize the success rate of an innovation on the market.

008DPMMM4	Memory and Personal Development Methodology	2 Cr.
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This course aims to promote students' personal development and the acquisition of practical skills through the implementation and writing of a final dissertation.

008MEQQM4	Methodology and Quantitative Studies	2 Cr.
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This course provides marketing majors with the theoretical and practical statistical skills they need to enter and analyze data in SPSS for strategic purposes such as sales forecasting, data aggregation, segmentation and perceptual mapping.



COURSES GIVEN BY IAE OF TOURS – FRANCOIS RABELAIS UNIVERSITY

008PMAPM4	Applied Marketing Projects	2 Cr.
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008MEQLM4	Methodology and Qualitative Studies	2 Cr.
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008GDRSM4	Social Networks Management	2 Cr.
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008MPYMM3	Yield Management Practice	2 Cr.
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008DISEM4	Display and Search	2 Cr.
008ADECM3	Customer Experience Analysis	2 Cr.
008SDMBM4	Digital and Mobile Strategy	2 Cr.
008MEMPM4	Dissertation	22 Cr.

