

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT

Concentrations

Accounting, Auditing and Control, Entrepreneurship and New Information Technologies, Finance, Financial Asset Management, Management, Marketing (Dual Degree)

Main Language of Instruction:

French ☒ English ☐ Arabic ☐

Campus Where the Program Is Offered: CFDSS (all concentrations), CZB (concentration: Management)


OBJECTIVES

- **Master in Business Administration and Management, Concentration: Accounting, Auditing and Control**
This program aims to develop students' expertise in managing financial data within companies and other organizations and prepares them for versatile roles in accounting, internal audit, or management control.
- **Master in Business Administration and Management, Concentration: Entrepreneurship and New Information Technologies**
This program prepares students to launch a new business, advance their careers, or grow within an existing organization. It equips them with the technical and leadership skills required to make an impact at the corporate, community, and international levels.
- **Master in Business Administration and Management, Concentration: Finance**
This program prepares students for the field of corporate finance, covering a wide range of applications, from innovation valorization to financial analysis of companies and evaluation of mergers and acquisitions. It develops a comprehensive understanding of corporate finance, enabling students to navigate complex decision-making processes at all stages of business development and access diverse and rewarding career opportunities.
- **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.
- **Master in Business Administration and Management, Concentration: Financial Asset Management**
This program introduces students to financial markets and familiarizes them with currency exchange techniques and wealth management, in addition to deepening their knowledge of the banking sector.
- **Master in Business Administration and Management, Concentration: Marketing (Dual Degree)**
This program is run in partnership between the USJ Business School in Beirut and the IAE of *Université François Rabelais* in Tours.
This program trains marketing managers and professionals in companies seeking to strengthen their marketing activities. It develops their ability to analyze competitive market conditions, implement appropriate marketing strategies, and critically respond to current market trends.

PROGRAM LEARNING OUTCOMES (COMPETENCIES)

- Apply ICT as a tool for communication, information, and management
- Develop relational and communication skills
- Understand organizational dynamics and management processes
- Analyze the fundamental dynamics of the business environment
- Enhance personal development and creativity
- Master quantitative models, corporate finance, and the economic environment
- Recognize the role of individuals in internal corporate activities and external relations
- Demonstrate a 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
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PROGRAM REQUIREMENTS

120 credits: Required courses (100 credits with 40 as common core), Institution's elective courses (20 credits)

Required Courses – Common Core (40 Cr.)

Business Plan (4 Cr.), Strategic Management (4 Cr.), Decision Making in Management (4 Cr.), Research Methodology (4 Cr.), Thesis Project (20 Cr.), Quantitative Research Methods (4 Cr.).

Institution's Elective Courses (20 Cr.), to be chosen from the list below:

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.), Competitive Economics (4 Cr.), Contemporary Issues in Communication (4 Cr.), Introduction to Logistics and Supply Chain (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional Environment (4 Cr.), Fundamentals of Internal Control - Introduction to Auditing (4 Cr.), Financial Performance Management (4 Cr.), Economic Analysis (4 Cr.).

Required Courses – Concentration: Accounting, Auditing and Control (60 Cr.)

Applied Financial Analysis (4 Cr.), Advanced 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.), Thesis (24 Cr.), Accounting Theory and Information (4 Cr.).

Required Courses – Concentration: Entrepreneurship and New Information Technologies (60 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.), Thesis (24 Cr.).

Required Courses – Concentration: Finance (60 Cr.)

Foundations of Risk Management (2 Cr.), Financial Reporting and Analysis (4 Cr.), Mergers and Acquisitions (4 Cr.), Advanced Financial Markets (4 Cr.), Advanced Finance (4 Cr.), Portfolio Management (4 Cr.), Future and Options Markets (4 Cr.), Thesis (24 Cr.), Financial Data Analytics and Programming (4 Cr.), Compliance, Ethics and Regulations in Finance (2 Cr.), Economics of Big Data and AI (2 Cr.), Introduction to Cryptocurrencies (2 Cr.).

Required Courses – Concentration: Financial Asset Management (60 Cr.)


Graphic Analysis (2 Cr.), Financial Econometrics (4 Cr.), Financial Institutions Management (4 Cr.), Financial Engineering (4 Cr.), Advanced Financial Markets (4 Cr.), Financial Data Analytics and Programming (4 Cr.), Portfolio Management (4 Cr.), Future and Options Markets (4 Cr.), Compliance, Ethics and Regulations in Finance (2 Cr.), Thesis (24 Cr.), Economics of Big Data and AI (2 Cr.), Introduction to Cryptocurrencies (2 Cr.).

Required Courses – Concentration: Management (60 Cr.)

Situational Analysis (4 Cr.), Innovation Management (4 Cr.), International Management (4 Cr.), Market Strategy (4 Cr.), Organization Design (4 Cr.), Negotiation (4 Cr.), Operations Management (4 Cr.), Business Processes and Company Structuring (4 Cr.), Project Management (4 Cr.), Thesis (24 Cr.).

Required Courses – Concentration: Marketing (Dual Degree) (60 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 Media Management (2 Cr.), Management of Experiential Contexts (2 Cr.), Banking Marketing (2 Cr.), Innovation Marketing (2 Cr.), Professional Master's Thesis (22 Cr.), Thesis Methodology and Personal Development (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.).



SUGGESTED STUDY PLAN

Semester 1

Code	Course Name	Credits
	Required Courses – Common Core	
008BUPLM1	Business Plan	4
008GESSM1	Strategic Management	4
008PPDGM1	Decision-Making in Management	4
008FPMGM1 008ANACM1 or 008COINM1 008HUMRM1	8 credits to be chosen from the following Institution's Elective Courses: Financial Performance Management Economic Analysis or Corporate Communication Human Resources	8
	Total	20

Semester 2

Code	Course Name	Credits
	Required Courses – Common Core	
008MDLRM2	Research Methodology	4
008PROMM2	Thesis Project	20
008QRMTM2	Quantitative Research Methods	4
008COEIM2 008CONSM2 008DMANM2 008DDTMM2 008ECDCM2 008ECCOM2 008SUFIM2 008MPEVM2	8 credits to be chosen from the following Institution's Elective Courses: International Trade and Commerce Consumerism Data Management and Analytics Digital Transformation Management Competitive Economics Contemporary Issues in Communication Introduction to ESG Investing Mastering the Professional Environment	8
008ILCAM2 008CFIVM2 or 008FCIAM2 008COVAM2	4 credits to be chosen from the following Institution's Elective Courses: Introduction to Logistics and Supply Chain Customer-Focused Innovation or Fundamentals of Internal Control - Introduction to Auditing Company Valuation	4
	Total	40

Semester 3

Code	Course Name	Credits
	Required Courses – Concentration: Accounting, Auditing and Control	
008ANFPM3	Applied Financial Analysis	4
008CAPGM3	Advanced 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

	Required Courses – Concentration: Entrepreneurship and New Information Technologies	
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
	Required Courses – Concentration: Finance	
008FRKMM3	Foundations of Risk Management	2
008FRAAM3	Financial Reporting and Analysis	4
008MAQSM2	Mergers and Acquisitions	4
008AFMAM3	Advanced Financial Markets	4
008FDAPM3	Financial Data Analytics and Programming	4
008ITCAM3	Introduction to Cryptocurrencies	2
	Total	20
	Required Courses – Concentration: Financial Asset Management	
008AGRPM3	Graphic Analysis	2
008GINFM3	Financial Institutions Management	4
008AGRPM3	Financial Econometrics	4
008MARFM3	Advanced Financial Markets	4
008FDAPM3	Financial Data Analytics and Programming	4
008ITCAM3	Introduction to Cryptocurrencies	2
	Total	20
	Required Courses – Concentration: Management	
008ANASM3	Situational Analysis	4
008INVMM3	Innovation Management	4
008ITMTM3	International Management	4
008MSTAM3	Market Strategy	4
008ORDAM3	Organization Design	4
	Total	20
	Required Courses – Concentration: Marketing (Dual Degree)	
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

oo8MPYMM3	Yield Management Practice	2
oo8PLANM3	Marketing Strategy	2
	Total	20

Semester 4

Code	Course Name	Credits
	Required Courses – Concentration: Accounting, Auditing and Control	
oo8AUD1M4	Auditing and Accounting Censorship	4
oo8DIAGM4	Company Diagnosis	4
oo8FIAPM4	Advanced Finance	4
oo8MEMSM4	Thesis	24
oo8THICM4	Accounting Theory and Information	4
	Total	40
	Required Courses – Concentration: Entrepreneurship and New Information Technologies	
oo8COSCM3	Commercial Sites Design	4
oo8CRGEM4	Business Start-up and Management	4
oo8INTPM4	Intrapreneurship	4
oo8POMAM4	Project Management	4
oo8MEMSM4	Thesis	24
	Total	40
	Required Courses – Concentration: Finance	
oo8CERFM4	Compliance, Ethics and Regulations in Finance	2
oo8FIAPM4	Advanced Finance	4
oo8GPOAM4	Portfolio Management	4
oo8MATOM4	Future and Options Markets	4
oo8MEMSM4	Thesis	24
oo8EBDIM4	Economics of Big Data and AI	2
	Total	40
	Required Courses – Concentration: Financial Asset Management	
oo8INFIM3	Financial Engineering	4
oo8GPOAM4	Portfolio Management	4
oo8CERFM4	Compliance, Ethics and Regulations in Finance	2
oo8MATOM4	Future and Options Markets	4
oo8EBDIM4	Economics of Big Data and AI	2
oo8MEMSM4	Thesis	24
	Total	40
	Required Courses – Concentration: Management	
oo8MNEGM4	Negotiation	4
oo8OPMAM4	Operations Management	4

oo8POSEM4	Business Processes and Company Structuring	4
oo8POMAM4	Project Management	4
oo8MEMSM4	Thesis	24
	Total	40
	Required Courses – Concentration: Marketing (Dual Degree)	
oo8GDRSM4	Social Media Management	2
oo8MCEXM4	Management of Experiential Contexts	2
oo8MKBAM3	Banking Marketing	2
oo8SISVM4	Innovation Marketing	2
oo8MEMPM4	Professional Master's Thesis	22
oo8DPMMM4	Thesis Methodology and Personal Development	2
oo8MEQLM4	Methodology and Qualitative Studies	2
oo8MEQQM4	Methodology and Quantitative Studies	2
oo8PMAPM4	Applied Marketing Projects	2
oo8SDMBM4	Digital and Mobile Strategy	2
	Total	40

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

Required courses (40 credits)

oo8BUPLM1	Business Plan	4 Cr.
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This course equips students with the essential steps and techniques to develop a business plan for a new venture, a project within an existing company, or the expansion of an ongoing project. It guides students in creating a comprehensive written plan that integrates key concepts from corporate finance, marketing, and management. By consolidating these elements into a strategic action plan, the course ensures students maximize the likelihood of project success.

oo8GESSM1	Strategic Management	4 Cr.
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This course covers the following topics: The differentiation, positioning, expansion, diversification and market penetration strategies; the consequences of the various strategies as well as their impact, on the business environment.

oo8PPDGM1	Decision-Making Challenges in Management	4 Cr.
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This course familiarizes students with management tools in a dynamic environment by reviewing key theories and developing management models suited to such contexts. Students apply these concepts through a corporate simulation, Shadow Manager's Domotix, which enables them to manage a company over multiple simulated years. Through the simulation, students will be confronted with the complexity of 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, decision-making and teamwork, testing leadership or negotiating skills.

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 are introduced to the various statistical techniques that allow them 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 hypotheses.

008QRMTM2	Quantitative Research Methods	4 Cr.
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This course introduces basic concepts and statistical methods of primary and secondary data analysis applied to business. By the end of this course, students 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 the chosen hypotheses, (iv) undertake advanced analysis over research questions, and (v) implement statistical models to forecast the studied variables.

008PROMM2	Thesis Project	20 Cr.
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The M1 thesis 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.

Institution's elective courses (20 credits)

008ANACM1	Economic Analysis	4 Cr.
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This course covers the following: The analysis of economic problems, the effectiveness and limitations of fiscal, monetary and anti-inflationary policies which are based on the theoretical proposals of the different schools of economic thought.

008COINM1	Corporate Communication	4 Cr.
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This course covers 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 way. The course allows students to study the evolving technologies and possibilities of the web in terms of communication and to understand trends that evolve rapidly with consumer behavior. Crisis communication is also covered in detail allowing students to integrate it into their strategic thinking.

008FPMGM1	Financial Performance Management	4 Cr.
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This course provides the necessary skills for students to develop strategies relating the organization's strategic direction and to provide the necessary direction to get there. More specifically, students will be 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 reflects this in increased shareholder value with the primary aim of maximization of shareholder wealth.

008HUMRM1	Human Resources	4 Cr.
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This course addresses the rapid and continuous changes in human resources management, emphasizing the need to anticipate the future and adapt practices to environmental developments. It defines the nature of the human resources function, analyses its role and objectives, and explains the links between its activities and those of other company departments. The course also introduces students to the operational dimension of human resources management, covering its various areas while retaining a theoretical perspective.

008COEIM2	International Trade and Commerce	4 Cr.
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This course covers the issues associated with the globalization of markets and the development of international trade.

008CONSM2	Consumerism	4 Cr.
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This course examines the impact of market saturation on manufacturing and distribution, highlighting how mass industry and communication methods can lead to professional abuse, affect market stability, undermine fair competition, and threaten health balance. It explores the role of consumer legality in detecting such abuses and protecting markets, introducing the concept of integrating safe consumption into production and distribution policies. Students will learn to understand and apply consumer protection principles as a form of balancing and interactive intervention.

008CFIVM2	Customer-Focused Innovation	4 Cr.
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This course introduces the basic principles of design thinking, focusing on the three essentials for innovation success: user **desirability**, technical **feasibility**, and business/economic **viability**. It includes a collaborative project with students at Santa Clara University, primarily centered on desirability. Student teams will apply content from synchronous classes and asynchronous preparations to assignments directed by actual client companies, working in 6- to 10-person project teams and sub-team pairs. Students will develop the ability to understand the challenges, principles, and practices of design thinking in innovation and to navigate creative, interpretive, and translational challenges, particularly in cross-cultural contexts with significant resource asymmetries.

008DMANM2	Data Management and Analytics	4 Cr.
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This course covers data management and analytics, emphasizing the collection, organization, and protection of organizational data, as well as understanding the importance of data and discovering patterns and trends. It demonstrates how raw data can be transformed into meaningful insights and highlights the value of every data set. The course also addresses the skills needed to represent and report data effectively to stakeholders.

008DDTMM2	Digital Transformation Management	4 Cr.
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This course enables students to think of solutions to business problems in a data-driven world, and 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. Organizational culture and structure
 - c. Team management
 - d. Communication management
 - e. Creativity and innovation in solutions
 - f. Legal and ethical issues

008ECDCM2	Competitive Economics	4 Cr.
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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 in each of them.

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

008ECCOM2	Contemporary Issues in 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. It examines the rapid changes shaping our world, including mass migration, climate change, artificial intelligence, social networks, new digital currencies, energy

crises, and pandemics. It analyzes the collapse of post–World War II systems and the absence of a fully established sustainable framework. The course fosters critical discussion to help distinguish fact from misconception and better understand global transformations.

008EVEPM2	Business Evaluation	4 Cr.
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This course introduces the methods of valuing companies, emphasizing the importance for investors to understand the current and future situation of their investments. It covers asset-based and economic valuation approaches and uses examples and case studies to illustrate the mechanics and main steps of each method. Students will learn to apply these valuation methods and develop the skills needed to assess companies effectively.

008FCIAM2	Fundamentals of Internal Control - Introduction to Auditing	4 Cr.
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This course presents internal control as a decision-making tool that enables organizations to achieve strategic objectives effectively and efficiently while maintaining or improving performance. It 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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This course provides students with a basic understanding of logistics. This basic approach is supplemented by the acquisition of logistics terminology, which unifies the subsequent understanding of concepts and facilitates a more in-depth approach to the subject. Finally, an example of military logistics illustrates 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 enables 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 Professional Environment	4 Cr.
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By the end of this course, students will:

1. Get grounded: Students will raise their self-awareness, their identity, their role, their vision, their mission, their values, etc.
2. Use their 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. Strengthen their 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 their limiting beliefs: Students will understand how to control limiting beliefs with positivity and positive thinking, and by 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.

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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This course prepares students to carry out financial analyses that 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, this course 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	Advanced Management Accounting	4 Cr.
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This course examines the evolution of management accounting, which has gradually replaced cost accounting. It covers how costs and cost prices are calculated and how the profitability and performance of products, services, and company functions are determined to support managerial decision-making. The course reviews the approaches and techniques used to identify costs within an organization and traces the development of additional costing and management tools. Students will explore these tools and learn how they contribute to generating meaningful information aligned with the management strategies adopted by company directors.

008COMSM3	Advanced Accounting	4 Cr.
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This course examines the major trend toward economic concentration that leads companies to form closer links or merge to strengthen their competitive position. It explains how mergers help organizations reach the sales thresholds needed to generate profits for essential investments, streamline production, develop new products, or improve existing ones. It also covers mergers as a tool for group reorganization—whether a parent company absorbs subsidiaries, subsidiaries merge with one another, or new entities are formed—and as a strategy to increase market share in targeted sectors. Because these operations require multiple areas of expertise, the course is rooted in management studies and provides the foundations of advanced accounting needed to analyze accounting and financial information throughout a professional career.

This course equips students with the knowledge required to practice advanced accounting in fields such as auditing, control, and accounting, whether in corporate environments or specialized firms. Students will refine their skills in mergers and acquisitions techniques and in financial statement consolidation. By the end of the course, students will understand the accounting, legal, and tax mechanisms of mergers and will be able to prepare, audit, interpret, and analyze consolidated financial statements.

008CIGRM3	Internal Control and Risk Management	4 Cr.
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This course presents internal control as a key management tool in both the public and private sectors, ensuring asset protection and the quality of information and services. It explains how internal control supports compliance with legal, financial, reliability, and deadline requirements across all processes. The course also examines corporate risks and how the Internal Control System can address and manage them. Students will learn to evaluate risks and apply internal control measures to strengthen organizational performance.

008FASJM3	Taxation and Legal Aspects of the Company	4 Cr.
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This course consolidates students' understanding of company law, including public limited, holding, and offshore companies, and covers the related tax aspects.

008AUD1M4	Auditing and Accounting Censorship	4 Cr.
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This course examines auditing and accounting censorship as the process of reviewing a company's financial statements to verify their sincerity, regularity, conformity, and ability to present a true and fair view of the company. It explores auditing as a modern form of control, verification, inspection, and monitoring of accounts, incorporating a critical dimension. The course also distinguishes between internal and external audits.

008DIAGM4	Company Diagnosis	4 Cr.
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This course enables students to draw up a strategic diagnosis and understand the environmental challenges facing companies. Students will 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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This course enhances 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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This course demonstrates that accounting is not merely a technique but a discipline increasingly grounded in scientific knowledge and part of the evolving social sciences. It encourages critical thinking and intellectual development while offering a critical analysis of key accounting theories, both positive and normative. The course highlights major events that have shaped accounting over time and its progress toward scientific rigor. It also reviews the international evolution of accounting, including harmonization efforts through the International Accounting Standards Board (IASB), International Financial Reporting Standards (IFRS), and the development of IAS/IFRS standards. Students will develop the ability to critically analyze accounting theories and understand their global application.

008MEMSM4	Thesis	24 Cr.
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This course presents the thesis as the culmination of a process in which students work independently and become producers of knowledge. It explains how, in dialogue with their thesis director, students define their subject and apply appropriate research methodology and approaches. The thesis reflects their ability to constructively analyze a topic, carry out a project, and balance initiative with adherence to presentation and writing standards.

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

- Explore the 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.
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This course covers supply chain management, encompassing all activities involved in delivering a product to the end customer—from purchasing raw materials, transporting and storing them, managing production, storing finished products, tracking orders, and distributing through various channels, to using IT systems to monitor and administer these processes. It also addresses the coordination of internal departments and external partners, including suppliers, customers, carriers, and subcontractors. Students will learn to manage these diverse activities as an integrated, efficient process.

008GVETM3	Governance and Ethics	4 Cr.
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This comprehensive course on corporate governance provides a thorough understanding of the key principles, practices, and challenges associated with effective corporate governance. Students 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 students acquire practical knowledge and skills applicable in various business settings.

008MSTAM3	Market Strategy	4 Cr.
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This course broadens the perspective beyond traditional marketing activities to focus on identifying, selecting, and implementing strategic positioning.

008MENM3	Marketing Strategy for Entrepreneurs	4 Cr.
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This course introduces the concept of entrepreneurship and its relationship to marketing and strategic management, focusing on practical tactics. It examines the differences between traditional and entrepreneurial marketing and the challenges faced by entrepreneurs. The course covers defining target companies, identifying marketing opportunities in entrepreneurship, understanding the characteristics of entrepreneurial marketing, targeting, value creation, and identifying or creating needs. It also explores the entrepreneur's approach to markets and consumers, introduces the Product Gap concept to analyze consumer expectations and supply discrepancies, and presents Marketing Warfare and Guerilla Marketing tactics in entrepreneurial contexts. Students will learn to apply these concepts and strategies effectively in entrepreneurial settings.

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 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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This course explains 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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This course covers the key aspects of project planning and execution, including building an effective project plan, evaluating financial returns, identifying risks and mitigation strategies, establishing the right governance structure, pitching projects, and building stakeholder trust with a client-focused approach. The course consists of six in-person sessions, followed by 4 to 6 online review sessions to monitor project execution and address



potential challenges. Students will conduct their projects within selected companies, and a jury will review and provide feedback on the projects at the end of April.

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	Thesis	24 Cr.
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This course presents the thesis as the culmination of a process in which students work independently and become producers of knowledge. It explains how, in dialogue with their thesis director, students define their subject and apply appropriate research methodology and approaches. The thesis reflects their ability to constructively analyze a topic, carry out a project, and balance initiative with adherence to presentation and writing standards.

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

008AGRPM3	Financial Econometrics	4 Cr.
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This course focuses on the application of advanced econometric methods to analyze and model financial data. Students will use the R programming language to perform statistical and econometric analyses specific to financial markets.

008AGRPM3	Graphic Analysis	2 Cr.
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This course focuses on technical analysis, studying past prices of securities or currencies to forecast future price movements using graphical methods. It integrates practical applications within a rigorous theoretical framework. Unlike fundamental analysis, which relies on accounting, financial, and industrial data, technical analysis extracts useful market information directly to generate buy or sell signals. By analyzing price and volume trends, students will learn to identify favorable trading opportunities and account for both objective factors and subjective market behaviors influenced by group psychology, which are often missed by traditional forecasting methods.

008AFMAM3	Advanced Financial Markets	4 Cr.
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This course introduces students to financial markets and the valuation techniques for various financial instruments. It also covers stock market analysis techniques and their application to studying financial market trends. The primary markets addressed include equity markets, money markets, bond markets, futures, derivatives, options, and foreign exchange markets. The course systematically presents each major financial market, examining the different institutional players and the various types of financial instruments available. The topics are explored using theoretical models and sophisticated market operation techniques employed by market participants.

008GINFM3	Financial Institutions Management	4 Cr.
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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. Students will study risk management, portfolio management, and regulatory challenges in the financial sector.

008FDAPM3	Financial Data Analytics and Programming	4 Cr.
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This course trains 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.



008GPOAM4	Portfolio Management	4 Cr.
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The course is divided into three parts.

- Part one: introduces students to the concept of the portfolio management process and the investment policy statement. This part covers the investment needs of different types of investors (individual/institutional) as well as their various objectives and constraints. Students are required to evaluate investments by their contribution to risk/return profile of the entire portfolio. A special emphasis is given to the selection of an optimal portfolio given an investor's utility and CAL.
- Part two: describes the major characteristics of asset classes as well as the methods used to calculate return/risk measures both individually and within a portfolio. Various return generating models are also covered in this part including the Macroeconomic Factor Models, the Fundamental Factor Models, and the Statistical Factor Models. Students are required to analyze the outcome of the aforementioned models and be able to derive an appropriate investment strategy.
- Part three: allows students to differentiate between passive and active investment approaches. Students are introduced to the various techniques used in selecting, constructing and maintaining a relevant benchmark when measuring performance according to passive investing strategies. Fundamental and quantitative approaches used in active management strategies as well as the methods used to measure value added are also covered in this part. The final chapter in this section is a wrap-up of everything that has been covered in this course, mainly revolving around the construction of an appropriate investment policy statement (IPS) for both individuals and institutional investors using various case studies.

008MATOM4	Future and Options Markets	4 Cr.
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This course bridges the gap between theory and practice by providing the most recent developments in the industry, a careful balance of mathematical sophistication, and outstanding supplementary packages that make it accessible to a wide audience. Through its coverage of important topics such as securitization and the credit crisis, the overnight indexed swap, the Black-Scholes-Merton formulas, and the way commodity prices are modeled and commodity derivatives valued, this course helps students as well as practitioners keep up with the fast pace of change in today's derivatives markets and risk management field. This course is necessary for any CFA/FRM candidate or finance practitioner.

008INFIM3	Financial Engineering	4 Cr.
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This 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. Students will study both the theoretical and practical aspects of financial engineering.

008CERFM4	Compliance, Ethics and Regulations in Finance	2 Cr.
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This course prepares 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 AI	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. Students 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. Students will study the technological innovations transforming the financial sector and examine the opportunities and challenges associated with crypto-assets.

008MEMSM4	Thesis	24 Cr.
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This course presents the thesis as the culmination of a process in which students work independently and become producers of knowledge. It explains how, in dialogue with their thesis director, students define their subject and apply appropriate research methodology and approaches. The thesis reflects their ability to constructively analyze a topic, carry out a project, and balance initiative with adherence to presentation and writing standards.

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.

008MAQSM2	Mergers and 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.

008AFMAM3	Advanced Financial Markets	4 Cr.
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This course introduces students to financial markets and the valuation techniques for various financial instruments. It also covers stock market analysis techniques and their application to studying financial market trends. The primary markets addressed include equity markets, money markets, bond markets, futures, derivatives, options, and foreign exchange markets. The course systematically presents each major financial market, examining the different institutional players and the various types of financial instruments available. The topics are explored using theoretical models and sophisticated market operation techniques employed by market participants.

008FDAPM3	Financial Data Analytics and Programming	4 Cr.
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This course trains 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.

008FIAPM4	Advanced Finance	4 Cr.
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This course enhances students' skills in finance, particularly in understanding financial markets and developing business diagnostic capabilities.

It covers the following three topics:

- Dynamics of financial markets, including risk and return
- Financial diagnosis of businesses
- International financial news

008GPOAM4	Portfolio Management	4 Cr.
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The course is divided into three parts.

- Part one: introduces students to the concept of the portfolio management process and the investment policy statement. This part covers the investment needs of different types of investors (individual/institutional) as well as their various objectives and constraints. Students are required to evaluate investments by their contribution

to risk/return profile of the entire portfolio. A special emphasis is given to the selection of an optimal portfolio given an investor's utility and CAL.

- Part two: describes the major characteristics of asset classes as well as the methods used to calculate return/risk measures both individually and within a portfolio. Various return generating models are also covered in this part including the Macroeconomic Factor Models, the Fundamental Factor Models, and the Statistical Factor Models. Students are required to analyze the outcome of the aforementioned models and be able to derive an appropriate investment strategy.
- Part three: allows students to differentiate between passive and active investment approaches. Students are introduced to the various techniques used in selecting, constructing and maintaining a relevant benchmark when measuring performance according to passive investing strategies. Fundamental and quantitative approaches used in active management strategies as well as the methods used to measure value added are also covered in this part. The final chapter in this section is a wrap-up of everything that has been covered in this course, mainly revolving around the construction of an appropriate investment policy statement (IPS) for both individuals and institutional investors using various case studies.

oo8MATOM4	Future and Options Markets	4 Cr.
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This course bridges the gap between theory and practice by providing the most recent developments in the industry, a careful balance of mathematical sophistication, and outstanding supplementary packages that make it accessible to a wide audience. Through its coverage of important topics such as securitization and the credit crisis, the overnight indexed swap, the Black-Scholes-Merton formulas, and the way commodity prices are modeled and commodity derivatives valued, this course helps students as well as practitioners keep up with the fast pace of change in today's derivatives markets and risk management field. This course is necessary for any CFA/FRM candidate or finance practitioner.

oo8CERFM4	Compliance, Ethics and Regulations in Finance	2 Cr.
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This course prepares 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.

oo8EBDIM4	Economics of Big Data and AI	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. Students will explore how these technologies are transforming financial decisions, asset management and business models.

oo8ITCAM3	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. Students will study the technological innovations transforming the financial sector and examine the opportunities and challenges associated with crypto-assets.

oo8MEMSM4	Thesis	24 Cr.
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This course presents the thesis as the culmination of a process in which students work independently and become producers of knowledge. It explains how, in dialogue with their thesis director, students define their subject and apply appropriate research methodology and approaches. The thesis reflects their ability to constructively analyze a topic, carry out a project, and balance initiative with adherence to presentation and writing standards.

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

oo8ANASM3	Situational Analysis	4 Cr.
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This course addresses the fundamentals of human behavior as well as practical and pedagogical tools grounded in



the context of contemporary organizations.

It includes an analysis of various methods, tools, and techniques used in organizations to manage the human dimension.

oo8INVMM3	Innovation Management	4 Cr.
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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.

oo8ITMTM3	International Management	4 Cr.
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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 wide range of information linked to firms' management challenges, opportunities, and activities at an international level. During the course, practical scenarios and applied case study activities are addressed.

oo8MSTAM3	Market Strategy	4 Cr.
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This course broadens the perspective beyond traditional marketing activities to focus on identifying, selecting, and implementing strategic positioning.

oo8ORDAM3	Organization Design	4 Cr.
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This course examines the evolution of organizations and management theories, including the history of work, organizational design, and organizational transformation. It covers institutional theory, conflict, power, and politics, as well as decision-making processes and the role of IT in organizations.

oo8MNEGM4	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 organizational globalization have made them increasingly important.

oo8OPMAM4	Operations Management	4 Cr.
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This course addresses decision-making to optimize operations management within enterprises, considering the business environment and uncertainties. It covers supply chain management, project planning, inventory and transportation management, waiting lines, and the experience effect.

oo8POSEM4	Business Processes and Company Structuring	4 Cr.
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This course is an intermediate/advanced study of organizational management, examining organizational characteristics such as processes, systems, decision-making, performance management, and change management. It explores organizations in diverse contexts, including businesses, startups, universities, hospitals, non-profits, and public institutions. The course explains organizations as complex systems that must adapt continuously while efficiently managing human, material, and work resources to achieve clear goals. It highlights the modern manager's challenges in achieving organizational efficiency amid evolving expectations and global competition. Students will study organizational design theories and best practices through case studies and literature and learn tools and tactics to enhance effectiveness as individuals and team members within organizations.



008THSAM4	Thesis	24 Cr.
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This course presents the thesis as the culmination of a process in which students work independently and become producers of knowledge. It explains how, in dialogue with their thesis director, students define their subject and apply appropriate research methodology and approaches. The thesis reflects their ability to constructively analyze a topic, carry out a project, and balance initiative with adherence to presentation and writing standards.

COURSE DESCRIPTION – 2nd YEAR OF THE MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: MARKETING (DUAL 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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This course examines consumer and e-consumer behavior to identify business opportunities and understand consumer needs and expectations. It emphasizes designing products and services that align with these expectations and focuses on Internet purchasing behavior to develop effective e-commerce offerings. Students will learn to analyze consumer behavior and apply insights to improve products, services, and online sales strategies.

008CMDNM3	Multicultural Negotiation Contexts	2 Cr.
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This course examines intercultural negotiation, emphasizing how cultural differences influence values and behavior styles in international negotiations. It highlights the challenges managers face when negotiating across cultures and teaches students to understand and manage these differences effectively.

008CRMMM3	CRM	2 Cr.
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This course teaches marketing techniques for creating and maintaining mutually beneficial relationships between a company and its customers through effective identification, targeting, and retention. Students will learn to apply relationship marketing strategies to engage and manage customer interactions successfully.

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 enables 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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This course examines innovation, focusing on its definition, the innovation process, and the adoption and diffusion of new ideas. It also equips students with the knowledge to maximize the market success of innovations. Students will learn to analyze and manage innovation processes effectively.

008DPMMM4	Thesis Methodology and Personal Development	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 thesis.

008MEQQM4	Methodology and Quantitative Studies	2 Cr.
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This course provides marketing students with the theoretical and practical statistical concepts necessary to input and analyze data using SPSS for strategic purposes, such as sales forecasting, data aggregation, segmentation, and the creation of perceptual maps.

COURSES GIVEN BY IAE OF TOURS – FRANCOIS RABELAIS UNIVERSITY

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