



Université Catholique de l'Ouest

College of Law, Economics and Management

Angers Campus



Catalogue of courses offered in English

Academic year 2022-2023

## **Acronyms and Translations**

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

## **Academic Calendar\***

### **Fall semester**

Classes: early September - mid-December

Exam period: mid-December - first week of January

### **Spring semester**

Classes: first week of January - mid-May

Exam period: mid-May - mid-June

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

## **Table of contents:**

Political Science - Bachelor's degree.....	p. 3
Law - Bachelor's degree.....	p. 5
Human Resources - Master's degree .....	p. 5
International Management, Economics & Business Ethics - Bachelor's degree .....	p. 6
Business Administration Master's degree (MBA) .....	p. 24

# **College of Law, Economy & Management**

## **Faculté Droit, Économie, Gestion (DEG)**

### **Political Science - Bachelor's degree**

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

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

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

**Number of course hours:** 24 CM

**Number of course credits:** 3

**Lecturer:** Mr. Brad Safarik

**Description:**

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

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

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

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

**Number of course hours:** 24 CM

**Number of course credits:** 3

**Lecturer:** Mr. Brad Safarik

**Description:**

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

**Course title in English: Environmental Governance**

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

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

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

**Number of course credits:** 5

**Lecturer:** Mr. Brad Safarik

**Description:**

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

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

**Course code:** D-LSCPO-S6-12

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

**Number of course hours:** 24 CM

**Number of course credits:** 3

**Lecturer:** Mr. Pierre Bourgois

**Description:**

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

## **Law - Bachelor's Degree**

**Course title in English: Introduction to Common Law**

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

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

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

**Number of course credits:** 2

**Description:**

General introduction to common law, covering the fundamental principles of family law and contract law in the Anglo-Saxon tradition.

**Course title in English: Introduction to Common Law II**

**Course code:** D-LDROI-S4-8

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

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

**Number of course credits:** 2

**Description:**

This course seeks to further the knowledge in Anglo-Saxon law linked to contracts and legal responsibility.

**Course title in English: Criminal Law I**

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

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

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

**Number of course credits:** 2

**Description:**

**Course title in English: Criminal Law II**

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

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

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

**Number of course credits:** 2

**Description:**

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

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

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

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

**Number of course hours:** 7 CM

**Number of course credits:** 2

**Description:**

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

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

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

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

**Number of course credits:** 3

**Description:**

# **International Management, Economics and Business**

## **Ethics - Bachelor's degree**

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

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

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

**Number of course hours:** 36 TD

**Number of course credits:** 4

**Description:**

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

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

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

**Number of course hours:** 20 TD

**Number of course credits:** 2

**Description:**

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

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

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

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

**Number of course credits:** 6

**Description:**

The aim of this course is to provide students with the core notions of financial accounting:

Evolution of accounting; Annual accounts: balance sheet, income statement, appendices; Accounting principles; Accounting organizational structure; Customer cycle – sales; Supplier cycle – purchases; VAT; Taxes; Staff costs; Liquidities; Fixed assets; Stock; Inventory operations.

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

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

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

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

**Number of course credits:** 3

**Description:**

The aim of this course is to provide students with the core notions of economic analysis:

Fundamental concepts; The law of diminishing marginal utility; Supply, demand, arbitrage; Production; Exchange and division of labor; Money and monetary prices; The origin and nature of interest rates.

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

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

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

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

**Number of course credits:** 2

**Description:**

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

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

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

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

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

**Number of course credits:** 4

**Description:**

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

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

**Course title in English: Ethics**

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

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

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

**Number of course credits:** 2

**Description:**

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

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

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

**Course title in English: Research methodology**

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

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

**Number of course hours:** 12 TD

**Number of course credits:** 1

**Description:**

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

**Course title in English: Principles of Management & Corporate Social Responsibility****Course code:** D-LGIEE-S1-12**Level and semester:** 1<sup>st</sup> year, fall semester**Number of course hours:** 32 CM + 16 TD**Number of course credits:** 6**Description:**

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

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

**Course title in English: Languages - English****Course code:** D-LGIEE-S1-1**Level and semester:** 1<sup>st</sup> year, spring semester**Number of course hours:** 36 TD**Number of course credits:** 4**Description:****Course title in English: Languages - French for non-French-speakers****Course code:** D-LGIEE-S2-14**Level and semester:** 1<sup>st</sup> year, spring semester**Number of course hours:** 20 TD**Number of course credits:** 2**Description:****Course title in English: French Culture, History, and Civilization****Course code:** D-LGIEE-S2-5**Level and semester:** 1<sup>st</sup> year, spring semester**Number of course hours:** 32 CM + 16 TD**Number of course credits:** 6**Description:**

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

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

**Course title in English: Microeconomic Principles****Course code:** D-LGIEE-S2-6**Level and semester:** 1<sup>st</sup> year, spring semester**Number of course hours:** 24 CM + 16 TD**Number of course credits:** 5**Description:**

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

1. Consumption theory:

- Consumers and optimizing behaviour based on subjective preferences
- Optimal consumption bundles based on budget constraints and utility functions



- The law of demand
- Individual demand and market demand
- 2. Production theory:
  - Technology and production functions
  - Cost minimization and profit maximization
  - Supply in a competitive market
  - Supply in a monopolistic market
- 3. Market analysis:
  - Partial and general equilibrium
  - Consumer and producer surplus in a competitive and monopolistic market
  - Deadweight loss from monopoly and interventions into the market

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

**Course code:** D-LGIEE-S2-7

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

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

**Number of course credits:** 4

**Description:**

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

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

**Course title in English: Logic**

**Course code:** D-LGIEE-S2-8

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

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

**Number of course credits:** 2

**Description:**

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

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

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

- History and authority of Catholic social doctrine;
- Rights and responsibilities;
- CST themes and principles;
- CST in the world of enterprise and enterprise (in particular anthropology of work, wages and working conditions);
- The vocation of the entrepreneur, the executive, and the Christian entrepreneur.

**Course title in English: Foundations of Law****Course code:** D-LGIEE-S2-11**Level and semester:** 1<sup>st</sup> year, spring semester**Number of course hours:** 12 CM + 8 TD**Number of course credits:** 2**Description:**

Law and sources of Law:

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

The internal courseification of Law

- Public law
- Private law
- Criminal law

Law enforcement, conflicts of law

- Law enforcement in space
- Enforcement over time

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

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

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

- Sustainable business models and digital transformation.

**Course title in English: Professionalization**

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

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

**Number of course hours:** 12 TD

**Number of course credits:** 1

**Description:**

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

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

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

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

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

**Number of course hours:** 24 TD

**Number of course credits:** 2

**Description:**

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

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

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

**Number of course hours:** 20 TD

**Number of course credits:** 2

**Description:**

**Course title in English: Financial Analysis**

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

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

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

**Number of course credits:** 6

**Description:**

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

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

Key chapters cover the following topics:

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

**Course title in English: Macroeconomic Principles****Course code:** D-LGIEE-S3-5**Level and semester:** 2<sup>nd</sup> year, fall semester**Number of course hours:** 24 CM + 16 TD**Number of course credits:** 5**Description:**

1. The fundamentals of macroeconomic development in the long-term (courseical) perspective;
2. The fundamentals of short-term macroeconomic fluctuations from a Keynesian perspective as well as alternative points of view.

The first part is structured as follows:

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

The second part is structured as follows:

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

**Course title in English: Entrepreneurship and the Economic Theory of the Firm****Course code:** D-LGIEE-S3-6**Level and semester:** 2<sup>nd</sup> year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

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

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

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

**Course title in English: Mathematics for Economics and Management II****Course code:** D-LGIEE-S3-7**Level and semester:** 2<sup>nd</sup> year, fall semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Description:**

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

Functions of several variables:

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

Matrices:

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

Inferential statistics:

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

Hypothesis tests.

**Course title in English: Business Law**

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

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

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

**Number of course credits:** 2

**Description:**

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

**Course title in English: Career Development**

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

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

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

**Number of course credits:** 2

**Description:**

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

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

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

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

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

**Number of course credits:** 3

**Description:**

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

- An overview of marketing history and theory
- The marketing environment
- Consumer behavior

- Organizational buyer behavior
- Market segmentation, targeting and positioning
- Customer relationship marketing (CRM)
- Branding and product development
- Product innovation and the life-cycle approach.
- Promotion
- Pricing
- Distribution

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

**Course code:** D-LGIEE-S4-3

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

**Number of course hours:** 20 TD

**Number of course credits:** 2

**Description:**

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

**Course code:** D-LEGEE-S4-3-5

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

**Number of course hours:** 20 TD

**Number of course credits:** 2

**Description:**

**Course title in English: International Economics**

**Course code:** D-LGIEE-S4-6

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

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

**Number of course credits:** 4

**Description:**

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

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

**Course title in English: Corporate Law**

**Course code:** D-LGIEE-S4-8

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

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

**Number of course credits:** 2

**Description:**

This course covers the principles and fundamentals of Corporate Law:

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

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

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

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

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

**Number of course credits:** 4

**Description:**

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

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

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

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

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

**Number of course credits:** 2

**Description:**

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

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

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

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

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

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

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

**Number of course credits:** 2

**Description:**

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

**Course title in English: Monetary and Financial Economics: A Christian Approach****Course code:** D-LGIEE-S4-5**Level and semester:** 2<sup>nd</sup> year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

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

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

**Course title in English: Fundamental Anthropology****Course code:** D-LGIEE-S4-12**Level and semester:** 2<sup>nd</sup> year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

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

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

**Course title in English: Languages - Business English****Course code:** D-LGIEE-S5-1**Level and semester:** 3<sup>rd</sup> year, fall semester**Number of course hours:** 36 TD**Number of course credits:** 4**Description:****Course title in English: Languages - French for non-French-speakers****Course code:** D-LEGEE-S5-3-3



**Level and semester:** 3<sup>rd</sup> year, fall semester  
**Number of course hours:** 18 TD  
**Number of course credits:** 2  
**Description:**

**Course title in English: Management Accounting**

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

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

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

**Number of course credits:** 6

**Description:**

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

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

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

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

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

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

**Number of course credits:** 6

**Description:**

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

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

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

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

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

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

**Number of course credits:** 4

**Description:**

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

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

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

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

**Course code:**

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

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

**Number of course credits:** 4

**Description:**

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

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

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

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

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

**Number of course credits:** 2

**Description:**

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

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

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

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

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

**Number of course credits:** 2

**Description:**

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

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

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

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

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

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

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

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

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

**Course title in English: Virtues Ethics****Course code:** D-LGIEE-S6-4**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2

**Description:**

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

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

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

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

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

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

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

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

**Number of course credits:** 4

**Description:**

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

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

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

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

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

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

**Number of course credits:** 2

**Description:**

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

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

**Course title in English: International Trade and Strategy****Course code:** D-LGIEE-S6-7**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 32 CM + 16 TD**Number of course credits:** 6**Description:**

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

A first block with the aims to:

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

The second block aims:

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

**Course title in English: International Marketing****Course code:** D-LGIEE-S6-1**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 24 CM + 16 TD**Number of course credits:** 5**Description:**

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

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

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

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

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

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

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

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

**Course title in English: Anglo-Saxon General Accounting****Course code:** D-LGIEE-S6-11**Level and semester:** 3<sup>rd</sup> year, spring semester**Number of course hours:** 32 CM + 16 TD**Number of course credits:** 6**Description:**

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

- Introduction to accounting,
- Ancillary books (purchase, sale, cash...),
- Accounting transactions (purchase, sales, VAT, etc.) entries,
- Recognition of investments (depreciations, etc.),
- Valuation of stocks (adjustment entries...),

- Provisions (stocks, customers, etc.) and deferred payments (prepaid expenses, down payment, etc.),
- Bank reconciliation and other reconciliations,
- Specific accountabilities (production account, cost center, profit center...).

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

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

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

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

**Number of course credits:** 5

**Description:**

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

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

## **Master's of Business Administration (MBA)**

### **Concentration in Global and Sustainable Business Management**

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

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

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

This course provides an overview of statistical methods for analyzing business and economic data, for solving business problems, and ultimately for making optimal business decisions. Course concepts include random variables and their probability distribution, special probability distributions (Normal, student, chi-squared...), sampling distribution, limit theorems, and estimation theory.

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

- Differentiate between a discrete and a continuous random variable,
- Analyze probability distributions of the most important random variables,
- Construct a confidence interval,
- Estimate the values of parameters.

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

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

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

Economics is a way of thinking about the world –and the world is always changing. Economists have developed a set of simple but widely applicable concepts and principles that are useful for understanding economic situations ranging from decisions that individuals make every day to decisions made by firms and governments in complex markets. This course provides an overview of economic analysis, with an emphasis on firms and their operating environment.

Topics in this course include supply, demand, and market equilibrium; elasticity, the choice problem; production and costs; perfectly competitive markets; imperfectly competitive markets; monopoly and monopolistic competition; oligopoly and game theory; overview of macroeconomics (such as GDP and GNP), and labor and capital markets.

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

- Apply the elasticity model,
- Apply the supply and demand model,
- Describe types of competitive markets.

**Course title in English: Organizational Philosophy Management**

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

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

This course explores organization management through an ethical lens. Students are introduced to leading theories in business ethics and philosophical underpinnings of business research. By the end of this course, students will be able to:

- identify a model of action that highlights the main emphases of the key ethical theories
- critically evaluate the strengths and weaknesses of three key theories of ethics
- apply theories effectively to typical business dilemmas.



**Course title in English: Innovation Management and Digital Transformation****Course code:** D-MGSBM-S1-12**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course aims to help students understand the concepts of digitalization and innovation management, thus apprehend the path for a company to build a digital transformation environment. This course will also present technologies associated with digital transformation so that students can become comfortable with digitalization transformation, its meaning, and its related processes. By the end of this course, students should be able to

- Define the concepts of digital transformation and innovation management,
- Identify expected benefits and risks of digital transformation,
- Apply optimal behavior in order to become an actor in an innovation management process.

**Course title in English: Business Strategy****Course code:** D-MGSBM-S1-13**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course aims to introduce management concepts, tools and strategies that are applied in domestic or international business contexts. Skillsets learned in this course will prepare students for strategy-oriented courses, such as the professional workshops, the professional project seminar, and niche market seminars. By the end of this course, students should be able to:

- Identify the concept of strategy and understand its importance in Management.
- Analyze on the one hand the external environment by applying Porter's 5 Forces and the PESTEL framework and on the other hand the internal environment by applying the VRIO and SWOT analysis frameworks.
- Select strategic choices for achieving competitive advantage and orienting strategic direction at the corporate level and the business level.
- Apply methods of pursuit of strategic growth.

**Course title in English: Organizational Ethics: A Practical Approach****Course code:** D-MGSBM-S1-14**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

Organizations all over the globe are beginning to integrate ethical practices in their human resource management. More and more companies are capitalizing on these best practices and are aiming to achieve certifications such as "Global Top Employer" or recognition such as "Best Place to Work" in order to attract and retain talent. This course introduces students to human resource management through an ethical lens. By the end of this course, students will be able to:

- Define the ethics concept and explain how it appears in the workplace.
- Identify moments when integrity and ethical standards come into play and explain how they affect all employees and areas of the organization, including HR.
- Develop an approach and course of action for dealing with ethical concerns, including when to escalate issues and to whom.
- Identify your own ethical parameters and potential conflicts between personal and your work values.
- Explain the impact of cultural and organizational pressures to conform.

**Course title in English: Principles of Financial Accounting****Course code:** D-MGSBM-S1-2**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course explains the logic of the accounting information system, the analysis of transactions by companies and the underlying issues; to describe the process of accounting harmonization currently ongoing at the international level; to show the importance of financial accounting for decision making, the consolidated accounts and the importance of financial analysis of financial statements produced by companies; to allow to control some basic tools of financial analysis. By the end of the course, students will be able to

- Identify the business organizations and the accounting information users.
- Identify and prepare the Classification of Balance Sheet -assets, liabilities and owners' equity accounts.
- Build the Trial Balance by using the accounting equation to analyses transactions.
- Prepare the financial statements by recognizing and reporting revenues and expenses when they occurred.
- Prepare the content and purpose of the post-closing trial balance that are carrying forward to the next accounting period.

**Course title in English: Financial Statements Analysis, Trust and Responsibility****Course code:** D-MGSBM-S1-3**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 16 CM + 8 TD**Number of course credits:** 3**Description:**

The objective of this course is to provide the student with an understanding of specific financial accounting and information issues in order to be able to perform a critical analysis of the financial information provided in annual financial reports. Topics in the course include inventories, accounting for receivables, plant assets, natural resources, and intangible; assets; liabilities; corporations: organization, stock Transactions, dividends, and retained earnings, investments, statement of cash flows.

By the end of the course, students should be able to:

- Identify and comment on the main parts of financial statements of an entity: define items of Statement of Comprehensive Income, Statement of Financial Position, Statement of Cash Flows, and Notes.
- Manage the issue of international accounting differences and of the international accounting harmonization process: explain the main causes and nature of differences and describe the process of harmonization.

**Course title in English: Corporate Finance****Course code:** D-MGSBM-S1-4**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Prerequisites:** Computing skills, especially fundamental spreadsheet skills**Description:**

Students are presented with a conceptual framework for understanding and addressing problems commonly faced by corporate decision-makers and are provided opportunities to apply these concepts to contemporary business situations. Topics covered in the course include, but are not limited to:

- Time value of money,
- The relationship between risk and return including the capital asset pricing model,
- The valuation and role of debt and equity,
- Capital budgeting/project evaluation techniques,
- Cost of capital,
- Real options, company valuation, and capital structure decisions.

**Course title in English: Managerial Accounting****Course code:** D-MGSBM-S1-5**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course provides key concepts and tools in cost accounting, analyzes the interrelations between costs relationships and organizational activity changes, helps students understand how managerial accounting may assist in planning for the future and in analyzing past activities. By the end of this course, students will be able to:

- Define managerial accounting;
- Define cost drivers and calculate cost behavior;
- Use cost-volume-profit analysis in decision-making;
- Set-up and use Activity-Based Costing;
- Decide when information is relevant;
- Execute variance analysis;
- Understand, define, and implement management control systems and responsibility accounting;
- Implement job-costing and process-costing systems.

**Course title in English: Markets and Marketing****Course code:** D-MGSBM-S1-6**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course covers the key concepts of marketing from both a managerial and a consumer viewpoint. It includes the marketing mix variables products, prices, distribution and promotion.

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

- Define the concept of marketing and summarize the role of marketing in the economy
- Identify the role of the marketing mix
- Define the four variables of the marketing mix
- Associate examples with each marketing mix variable
- Summarize the consumer-marketer relationship

**Course title in English: Market Research and Analysis****Course code:** D-MGSBM-S1-7**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

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

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

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

**Course title in English: Digital Marketing: Strategic Planning & Integration****Course code:** D-MGSBM-S1-9**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course provides an overview of digital marketing and its implications in 21<sup>st</sup> century marketing. By the end of this course, students will be able to

- Analyze a real company's target market and product/service offer.
- Identify each phase of the AIDA model within a digital marketing framework.
- Apply an optimal digital marketing channel to and create an appropriate advertising message for each phase of the AIDA model.

**Course title in English: Multicultural Management & Religious Diversity****Course code:** D-MGSBM-S1-8**Level and semester:** 5<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

The globalizing market, migration, cultural identity, among many other factors, contribute to complex environments within corporations. These complex multicultural environments oblige managers to determine how to make diversity work and how to encourage employees from multicultural backgrounds to cooperate with each other in order to ensure optimal performance. And research shows that diverse management teams are correlated with higher innovation revenue and leadership. Finally, companies can consider diversity as an asset for attracting and retaining talent, notably among the millennials.

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

- Define the concept of religious diversity,
- Apply theoretical frameworks to real-life situations in order to explain employee behavior and performance outcomes in multi-cultural environments.

**Course title in English: Information Systems Management****Course code:** D-MGSBM-S2-2**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

Efficient information systems management is essential for any corporation or SME. These systems enable companies to manage customer relationships and supply chains, among many other activities within the company.

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

- Explain the role of the information systems function in a business,
- Explain the impact of COVID-19 on Information Systems Management,
- Develop a corporate code of ethics for information systems,
- Compare stages in IT structure evolution,
- Develop a database and protection protocols.

**Course title in English: Supply Chain Management****Course code:** D-MGSBM-S2-3**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

Upon successful completion of this course, students will be able to:

- Develop your culture on supply chain management and its ecosystem,
- Get a clear understanding of the main components of supply chain management,
- Understand what is at stake from the retailer and from the logistics provider perspective.

**Course title in English: Quality Management Systems**

**Course code:** D-MGSBM-S2-4

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

The aim of this course is to introduce students to principles of quality management. Students will discover and apply frameworks such as the Deming Model of Quality Management and Appreciative Inquiry. By the end of this course, students will be able to:

- Define Total Quality Management from a multidisciplinary perspective,
- Evaluate an organization by applying a 4-D model of appreciative inquiry,
- Analyze a case study by applying Deming's 14 points on Quality Management.

**Course title in English: The International Legal System**

**Course code:** D-MGSBM-S2-15

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

Increased globalization has led many businesses to conduct transactions and develop relations beyond their national boundaries. For example, Starbucks coffee's global expansion strategy led it to seek out the Australian market in 2000. Their lack of market research and knowledge, and hence, their choice of entry mode, led to what we can characterize as an international marketing failure. American lingerie company Victoria's Secret signed a joint-venture agreement with Chinese company Regina Miracle in January 2022, giving Victoria's Secret coveted access to China's e-commerce market. Swedish company H&M was already distributing their products via Chinese e-commerce sites. However, their market share is currently on a downslide.

Internationalization activities lead us to ask several questions: why are Western companies weary of certain foreign markets? What are the risks? Why did a large international company, like Victoria's Secret, specifically sign a joint-venture agreement with Regina Miracle? Does the role of the "written word" hold equivalent value in foreign markets? What are the ethical concerns that companies, like Nike, should consider before outsourcing services or relocating factories to foreign markets to save on cost?

Bibliographic reference: DiMatteo, L. A. (2017), Doing Business in the European Union and China, in *International Business Law and the Legal Environment: A Transactional Approach*, 3rd ed., Routledge, New York and London

Learning objectives: This course is designed to provide students a global overview of the international legal system. By the end of this course, students will be able to:

- Identify the most prominent legal traditions that influence international business relations and practices;
- Explain how cultural values and the view of the role of law (especially the role of contracts) determine how one should engage a possible business partner in another country;
- Assess the economic, ethical, and legal particularities of conducting business in the EU and in China;
- Critically analyze the role of the World Trade Organization in regulating international trade.

**Course title in English: Agency and Employment Law**

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

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

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

- Distinguish between contractors and employees;
- Determine the most optimal solution when hiring services;
- Explain the role and the limits of the International Labour Organization;
- Explain the impact of competition laws and evergreen laws in foreign distribution.

**Course title in English: Contracting in a Global Environment**

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

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

This course is designed to provide students with a global overview of the legal dimension of negotiating contracts and international business deals.

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

- Distinguish between different cultural approaches to contract negotiations;
- Determine the applicability of law in contract negotiations and disputes;
- Explain the role of different legal systems in enforcing contracts and contract clauses;
- Explain the principles, the role, and the limits of the Convention on Contracts for the International Sale of Goods (CISG);

**Course title in English: Environmental Management Systems**

**Course code:** D-MGSBM-S2-7

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

This course deals with the introduction to Environmental Management Systems. It emphasizes on the Framework for developing an Environmental Management System, introduction and implementation of ISO 14001: environmental policy, planning, implementation and operation, checking, management review, etc. This course also reviews the Procedures and Guidelines to conduct Environmental Audit.

**Course title in English: Entrepreneurial Strategies**

**Course code:** D-MGSBM-S2-8

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

This course targets students who want to apply problem-solving techniques to multi-faceted business strategy situations that go deeper/wider than scenarios experienced in the “Strategy” course. This course includes more sophisticated business analysis, marketing and strategy concepts with goal of completing a market-oriented strategic business plan over last weeks of the course. Case studies used as the basis for exploration and discussion of strategic issues. By the end of the course, students will be able to put together a strategic business plan and present it to the class (team).

This course aims to:

- Highlight the key stages of an entrepreneurial business project launch,
- Give students synthetic elements on the different stages of the business plan,
- Enable students to use the main tools at their disposal in carrying out strategic and entrepreneurial thinking,
- Introduce the concepts of the different phases when launching a startup business project, the strategic and the business plan in at the different levels and time gaps.

**Course title in English: The Role of Creativity in the Management of Innovation****Course code:** D-MGSBM-S2-9**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

The course introduces the foundations of managing creativity and innovation. The readings and discussion will focus on the concepts and frameworks for analyzing how firms create, commercialize and capture value from innovative products and services. The aim of this course is to provide a solid grounding to students interested in managing creativity and the various aspects of the innovation process within organizations. The course is divided into two parts. The first part focuses mainly on the creativity process around three themes: What is creativity? How can creativity be stimulated? How can creative ideas be translated to innovative products and business strategies? Based on major theories in the field, we discuss whether monetary rewards enhance or undermine creativity, how multitasking or working under time pressure affects creativity, what tools we can provide to stimulate creativity, and the challenges that arise when implementing creative ideas in organizations. The second part of the course examines the organizational issues involved in innovating and in implementing innovations. These issues include management of teams and partnerships, learning within and across projects, the manager's role in funding, directing, and killing innovation projects, technological entrepreneurship, and resistance to innovation.

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

- Understand innovation and creativity management from the perspective of obtaining a sustainable competitive advantage and integrating innovation into the business strategy
- To help students think of some new ways of understanding and managing the creative processes
- Find out the factors that predict creativity of individuals, groups, and organizations
- Recognize the role that ongoing innovation plays in the competitive dynamics of industries and how these innovations affect society both positively and negatively
- Identify the drivers of creativity and innovation
- Discover the attributes of successful innovation strategies including an in-depth understanding of the dynamics of innovation

**Course title in English: Business and Commercial Planning****Course code:** D-MGSBM-S2-10**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course aims to provide students with tools and frameworks to develop an efficient business plan.

**Course title in English: Managing Innovation Adoption****Course code:** D-MGSBM-S2-11**Level and semester:** 5<sup>th</sup> year, spring semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course aims to introduce students to theories and frameworks associated with innovation adoption. Students will explore frameworks and concepts such as Diffusion of Innovation Theory, adopter typologies, and influential factors of innovation adoption.

After attending this class, you should be able to:

- Define technology diffusion, describe the typical diffusion pattern, and identify the factors that influence technology diffusion.
- Review theories of innovation diffusion
- Identify the different groups of adopters of new technology products and services, and understand the key factors influencing their willingness to adopt.
- Explain why the proportion of the market adopting a new technology product or service at a point in time is typically S-shaped.

- Define crossing the chasm and explain why it is important for firms. Figure out how to cross the chasm.
- Understand how innovations often evolve in parallel with industry, and know what strategy to use
- The factors that determine whether industries experience pressure to select a dominant design (or technological standard), and what drives which technologies to dominate others.
- To identify the primary sources of increasing returns and network externalities.
- To provide students with the tools needed to determine whether “winner-take-all” markets are good for consumers.
- Explain why forecasting diffusion is difficult, but important.

**Course title in English: Researching for your MBA Dissertation**

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

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

This course is designed to help you to undertake your dissertation project in the MBA program. It provides a clear guide on how to undertake your research, as well as providing you with a guide to the research process and with the necessary knowledge and skills to undertake a piece of research from thinking of a research topic to writing your final report. By the end of this course, students will be able to:

- Develop a clear problem statement,
- Identify appropriate academic articles for conducting a literature review,
- Write a literature review,
- Determine an appropriate method for data collection in order to respond to a problem statement.

**Course title in English: Workshop**

**Course code:** D-MGSBM-S2-1

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

This workshop offers the opportunity to students to interact with real business projects for new product development projects in a practical, discussion-based forums with organizational managers. The scope includes both the process of working for a real project management as well as the students developing their insights and professional skills needed to define, plan, and assign the work. Practical training is part of the MBA degree. This means studying which takes place in a company or business, offering the student the opportunity to adapt what she or he has learned in practice and develop professionally. Since practical training is part of the student’s studies, it must be well-planned and supervised.

**Course Learning Objectives:**

- Reflect on what type of practical training helps her or him to develop professionally and is suitable for the student’s own career plans.
- Find a place where she or he completes the practical training.
- Be aware of how the practical training process works and adhere to it.

**Course title in English: Negotiation**

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

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Description:**

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



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

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

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

### **Course title in English: Career Success Project**

**Course code:** D-MGSBM-S3-2

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

#### **Description:**

This course proposes to apply the methods and techniques you learned in the series of courses and your personal experience, giving you a way to communicate your value to potential employers. You'll focus your communication, management, negotiation, problem solving, business writing, time management, finance, entrepreneurship, and project management skills into a single project that demonstrates your career readiness. Upon completing this course, you will be able to the methods, techniques and skills you have learned throughout the program. More specifically, students will be able to demonstrate skills for seeking and securing employment including job search strategies, resume package development, and interview techniques. The instruction is supplemented by inviting guests from the professional community, who will give you a realistic view of the work life in your profession after you graduate. By the end of this course, students will be able to

- Recognize that attitude, communication, and human relations are the keys to surviving in today's challenging, competitive, and uncertain workplace;
- Apply problem-solving techniques;
- Identify attitudes and values that contribute to career success with an emphasis on soft skills and expected workplace behaviors;
- Work effectively as part of a team, by exhibiting business etiquette;
- Identify professional attire.

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

**Course code:** D-MGSBM-S3-22

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

#### **Description:**

This workshop offers the opportunity to students to interact with real business projects for new product development projects in a practical, discussion-based forums with organizational managers. The scope includes both the process of working for a real project management, as well as the students developing their insights and professional skills needed to define, plan, and assign the work. Practical training is part of the MBA degree. This means studying which takes place in a company or business, offering the student the opportunity to adapt what she or he has learned in practice and develop professionally. Since practical training is part of the student's studies, it must be well-planned and supervised.

#### **Course Learning Objectives:**

- Reflect on what type of practical training helps her or him to develop professionally and is suitable for the student's own career plans.
- Find a place where she or he completes the practical training.
- Be aware of how the practical training process works and adhere to it.

**Course title in English: Seminars****Course code:** D-MGSBM-S3-3**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 8 CM + 4 TD**Number of course credits:** 1**Description:**

Seminars provide an introductory and global overview of fundamentals and trends of international business. Students are expected to be engaged and actively participate by analysing, constructing/creating, and evaluating technical and/or conceptual information. Students are required able to attend at least one seminar per year that discusses topics pertaining to Business Management or relative fields. Seminar topics vary every year.

**Course title in English: Tools for Business Research Paper****Course code:** D-MGSBM-S3-5**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Prerequisites:** Researching for your MBA Dissertation**Description:**

This course is designed to help you to undertake your dissertation project in the MBA program. It provides a clear guide on how to undertake your research, as well as providing you with a guide to the research process and with the necessary knowledge and skills to undertake a piece of research from thinking of a research topic to writing your final report.

The course aims to extend and deepen the understanding of different research approaches and methodologies in order to prepare students for their own research projects in their business discipline. This course will assist students in identifying, discussing, and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative or qualitative), and in presenting their results. Successful completion of this course should be sufficient for students to undertake a research project. By the end of this course, students will be able to

- Discuss and apply different research approaches and methodologies
- Develop data collection instrument according to the underlying theoretical framework.
- Explain how to conduct data collection (quantitative and qualitative)
- Analyze quantitative data and qualitative data
- Refine research questions to meet high level research objectives/questions.
- Construct and document an appropriate research design, including argumentation for data collection and analysis methods/techniques
- Discuss limitations and potential contribution to theory and practice of research

**Course title in English: International Business Culture****Course code:** D-MGSBM-S3-6**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Prerequisites:** Researching for your MBA Dissertation**Description:**

This course examines the global links which are of increasing importance in business, politics and intercultural communication. This course will review management styles as they change through cultures, laws and unwritten rules. Students will understand the risks, responsibilities, ethics, strategy, and alliances between countries, corporations, organizations and individuals. Culture greatly influences communication and decision-making. How do French differ from Chinese negotiators? How does opening a new business in Argentina differ from starting out in Mexico?

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

- Develop an understanding of how to work with people from different cultural backgrounds
- Learn the role of cultural models in global business operations
- Understand principal issues in each of the major areas of cultural management

- Gain appreciation for cultural systems and how these differ across countries.

**Course title in English: International Accounting Issues**

**Course code:** D-MGSBM-S3-8

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

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

**Number of course credits:** 2

**Prerequisites:** Managerial Accounting, The International Legal System

**Description:**

This course provides an overview of International Financial Reporting Standards (IFRS) and other related international accounting issues. As you know, a significant number of countries (around 120) have already adopted IFRS and more plan to do so over the next few years (up to about 150 according to the IASB). The U.S. continues to consider adoption of IFRS, with a decision expected from the Securities Exchange Commission (SEC). By the end of this course, students will be able to:

- Execute consolidation of simple financial statements;
- Describe the principles and characteristics of IFRS/IAS for consolidated financial statements;
- Evaluate differences between IFRS/IAS and local GAAPs.

**Course title in English: Fiscal and Financial Policies and Procedures in Europe**

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

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

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

**Number of course credits:** 2

**Prerequisites:** Financial Statements Analysis, Trust and Responsibility

**Description:**

This course examines the main building blocks necessary for understanding current monetary and fiscal policies. Students will learn about the tools, goals and strategies of monetary and fiscal policies, the theoretical and empirical evidence on their macroeconomic effects on the economy. The course will also discuss the costs and benefits of the Economic and Monetary Union (EMU) and the European fiscal framework. Further, it will explore budgetary consolidation in the aftermath of the euro debt crisis. After successful completion of the course, students will be able to express an educated opinion on the conduct of monetary and fiscal policies and the underlying European institutions. The course aims to bring students to the frontier of research on monetary and fiscal interactions. Students will learn about the tools, goals and strategies of monetary and fiscal policies, and the theoretical and empirical evidence on their macroeconomic effects on the economy. The course will also discuss the costs and benefits of the Economic and Monetary Union (EMU) and the European fiscal framework.

**Course title in English: Auditing and Assurance Services**

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

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

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

**Number of course credits:** 2

**Description:**

This course is a part of Auditing and Assurance Services class which consists of Auditing and Assurance-Introduction. It introduces students to auditing and assurance services.

The primary emphasis of this course is on the auditor's decision-making process in a financial statement audit, as well as an integrated audit of both financial statements and internal control over financial reporting required for accelerated filer public companies. By the end of this course, students will be able to:

- Describe the objectives and stages involved in performing an audit of financial statements
- Apply relevant auditing standards and applicable laws and regulations to an audit of financial statements
- Assess the risks of material misstatements in the financial statements and consider the impact on the audit strategy

- Explain the key elements of assurance engagements and applicable standards that are relevant to such engagement.

**Course title in English: Ethics in Finance**

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

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

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

**Number of course credits:** 2

**Description:**

This course focuses on the ethical issues confronting financial professionals. Instruction includes an overview of the ethical standards in finance, including the primary elements necessary to make proper ethical decisions. The course also covers key definitions, issues, and general theories of business and finance ethics, citing examples from the recent scandals that have shaken public confidence in Wall Street and the world financial markets. Main topic areas include overview and fundamentals of finance ethics; ethics and the retail customer; ethics in investments; ethics in the financial markets; and ethics in financial management. By the end of this course, students will be able to:

- Understand the importance of ethics in Finance
- Recognize the roles and responsibilities of individuals, corporations, and government regulators on ethics
- Apply an ethical reasoning framework in making finance-related business decisions
- Discuss ethical dilemmas and unethical behaviors
- Analyze the ethical issues arising in the case studies
- Gain perspective and insight on ways to sustain or improve ethics in the finance environment

**Course title in English: Corporate Treasury and Cash Management**

**Course code:** D-MGSBM-S3-12

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

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

**Number of course credits:** 2

**Prerequisites:** Corporate Finance, Managerial Accounting

**Description:**

This course provides an overview of the fundamentals of cash management and of the banking system in the context of cash management. It also explores liquidity management in its broadest sense and many of the more advanced tools and techniques available to cash managers. Finally, the course provides an insight into broader aspects of the treasury function. Students will focus on cash management, allowing them to appreciate the importance of and techniques relevant to cash management for corporate treasury. The qualification is designed to assist the understanding of both banks and corporate organizations.

**Course title in English: Banking and Financial Law**

**Course code:** D-MGSBM-S3-13

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

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

**Number of course credits:** 2

**Prerequisites:** The International Legal System, Principles of Financial Accounting

**Description:**

The purpose of this course is to discover the financial regulatory system, with the regulatory authorities and supervisory functions at the national level, at the European Union (EU) level as well as at the global level are identified and explained. Also, the course will be focus on banking regulation, and more specifically on the regulation of payment and settlement systems, capital and liquidity controls, supervision of banks, and bank insolvency and resolution. By the end of this course, students will be able to:

- Assess ethical and sustainability issues as well as the development of the banking and financial system.
- Examine ethical investing, alternative investment forms, such as Islamic banking, anti-money laundering regulation, KYC legislation as well as recent developments in the field of Fin-Tech

**Course title in English: The Business of Investment Banks****Course code:** D-MGSBM-S3-14**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 8 CM + 4 TD**Number of course credits:** 2**Prerequisites:** Corporate Finance**Description:**

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

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

**Course title in English: Digital Transformation in Finance****Course code:** D-MGSBM-S3-15**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 8 CM + 4 TD**Number of course credits:** 2**Prerequisites:** Innovation Management and Digital Transformation, Principles of Financial Accounting**Description:**

This course explores the evolving world of finance, focusing on the changing dynamics caused by the conversion of products and services into digital goods, new customer demands and changing regulation to govern the competitive landscape - the digital transformation of finance. By the end of this course, students will:

- Be familiar with concepts such as digital platforms and business ecosystems, be exposed to the emerging Fintech landscape and master a new toolbox for successfully competing on innovation in the digital era of finance.
- Develop a deep understanding of how major frontier technologies work, as well as their business, economic, and social impacts.
- Acquired critical knowledge to understand the advances in fintech, the digital economy and the new monetary system.

**Course title in English: Financial Assets Valuation****Course code:** D-MGSBM-S4-1**Level and semester:** 6<sup>th</sup> year, spring semester**Number of course hours:** 8 CM + 4 TD**Number of course credits:** 2**Prerequisites:** Corporate Finance**Description:**

Course Learning Objectives:

- Introduction to financial valuation, basic concepts, difference between price and value; definition of value
- Valuations Approaches and standards
- Valuation application, forecasting approaches and techniques

References:

- 1) Quantitative Methods for Valuation of Financial Assets by A S Ramasastry.
- 2) Financial Valuation: Applications and Models By James R. Hitchner

**Course title in English: Asset Pricing**

**Course code:** D-MGSBM-S4-2

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

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

**Number of course credits:** 2

**Prerequisites:** Corporate Finance

**Description:**

This course reviews the theory of choice under uncertainty, then develops classical asset pricing theory in discrete time. It also discusses empirical puzzles and recent theories that have been developed to try to solve them. The students will specifically focus on instruments that are mostly used by portfolio managers, treasurers and traders, namely interest rate derivatives, currency forward contracts, interest rate swaps and options. The approach will be very market oriented in order to offer a link between the theory (pricing models) and the market practices.

**Course Learning Objectives:**

- Apply consumption-based asset pricing models to assess risk premia
- Explain the market efficiency hypothesis and its empirical validity
- Discuss the use and role of factor models
- Apply asset pricing models to evaluate investment performance
- Compute the value of fixed income instruments

**Course title in English: Foreign Exchange Management**

**Course code:** D-MGSBM-S4-3

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

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

**Number of course credits:** 2

**Prerequisites:** Corporate Finance

**Description:**

This course is designed to familiarize students with international financial transactions and Operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management and international capital market.

**Course Learning Objectives:**

- Introduce the environment of international finance and its implications on international business.
- Analyze the nature and functioning of foreign exchange markets, determination of exchange rates and their forecasting
- Explain the foreign exchange risks and to identify risk management strategies.
- Explore the international sources of long-term finance

**Course title in English: Social Responsibility and Financial Performance**

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

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

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

**Number of course credits:** 2

**Prerequisites:** Financial Statements Analysis, Trust and Responsibility

**Description:**

This course is an introduction about the theoretical–empirical studies about the relationship between Corporate Social Responsibility and Financial Performance of companies. The theoretical framework is based on agency, stewardship, dependency resources, and stakeholder theories – provides the basis for the conceptual model. An important contribution is the use of a social behavioral index formed by four components: Global Reporting

Initiative participation, Dow Jones Sustainability Index firm inclusion, Good Corporate Governance Recommendations compliance, and Global Compact signee.

Course Learning Objectives:

- Provide students with a comprehensive understanding of sustainable development and sustainability challenges (social, economic and regulatory) companies now face (from SMEs to large international corporates).
- Demonstrate students that sustainable development and corporate financial responsibility, from a business perspective, is viable when integrated into a business strategy.

**Course title in English: Corporate Sustainability**

**Course code:** D-MGSBM-S3-16

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Prerequisites:** Quality Management Systems, Organizational Philosophy Management

**Description:**

This course explores corporate sustainability from the perspective of large, multinational corporations. We focus on the management tools available to corporations and how they can drive sustainability into a company at all levels, providing a balance between environmental stewardship, social well-being, and economic prosperity. The students explore how to prioritize various actions through stakeholder engagement, how to analyze and prepare a sustainability report, and we examine the perspective of the investment community and important governance issues. By the end of this course, students will be able to:

- Explain ideas, concepts and importance of sustainability to various audiences
- Choose and customize appropriate third-party sustainability resources
- Articulate the business case for sustainability

Intended learning outcomes for this course include:

- Communicating clearly in verbal and written form
- Developing and applying interpersonal communication skills
- Conducting a responsible business analysis while considering ethical implications

**Course title in English: Environmental Management System ISO and ISO 14000**

**Course code:** D-MGSBM-S3-21

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Prerequisites:** Environmental Management System

**Description:**

The course provides an understanding of how to control environmental risk by implementing Environmental Management Systems. It focuses best practice and international standards including ISO. By the end of this course, students will be able to:

- Understand environmental management systems and impact assessments
- Know the sources and use of energy and energy efficiency
- Learn how to control pollution
- Planning for and dealing with environmental emergencies
- Give practical application of knowledge and understanding of environmental sources and use of Energy and Energy Deficiency

**Course title in English: Principles of Technologies for Environmental Management****Course code:** D-MGSBM-S3-17**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Prerequisites:** Innovation Management and Digital Transformation, Environmental Management System**Description:**

This course will help the student to understand the foundation topics in the dynamic field of environmental technology, from basic toxicology concepts and principles to comprehensive hazardous waste management from the social, economic and environmental implications.

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

- Draw upon disciplines such as biology, technology, Earth science, geography, economics and demographics;
- Examine the impact of development on the environment considering issues such as environmental pollution and resource depletion;
- Recognize challenges to implementing sustainable development at state, national, and global levels;
- Appraise private and public sector environmental management challenges;
- Appreciate cultural influences on environmental management.

**Course title in English: Renewables Energy Business****Course code:** D-MGSBM-S3-23**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

The students will learn about diverse and integrated markets for primary energy, and the essential considerations driving business leaders and policy makers in development of global energy resources and energy transition. By the end of this course, students will be able to:

- Name the different types of renewable energies;
- Explain the advantages of the various renewable energies and their range of implementation in various countries;
- Design a model/small object to illustrate the use of solar energy;
- Develop their intercultural skills to work in an international setting by studying on a European campus with French and international organizations.

**Course title in English: The Historical Evolution of Niche Markets****Course code:** D-MGSBM-S3-24**Level and semester:** 6<sup>th</sup> year, fall semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Prerequisites:** Business Strategy, Markets and Marketing**Description:**

Many companies fit into what one would consider a “niche” market. Even global firms, including Netflix and Amazon, started out providing limited services to small segments of customers with specific needs. Amazon.com started out in the 1990’s selling books online, rivaling physical bookstores like Books-A-Million. Twenty-six years later, Amazon’s services have expanded beyond the online bookstore perimeter, and the firm can now accurately be described as an “everything store”, tapping into a global mass market of goods and services. This course will examine the evolution of niche markets through three different dimensions: economic development, innovation, and consumption behavior. We will see that niche markets are the product of market cycles, and that they are shaped by the three aforementioned dimensions. Skillsets learned in this course will prepare students for management-oriented courses, such as the innovation seminars and the consumer buying behavior seminar.

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



- Analyze the role of the Industrial Revolution in modern mass consumption and production.
- Analyze how niche markets are influenced by economic development, consumption behavior, and innovation
- Analyze the cycles of niche markets and how these markets are shaped by consumers

**Course title in English: Niche Definition for Strategic Management**

**Course code:** D-MGSBM-S3-18

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Prerequisites:** Innovation Management and Digital Transformation, Business Strategy

**Description:**

This course focuses on the problematic of digital media environment and its new concerns about consumers' unease. One of the organizations risk of going online is that you may be bothered by advertising with strategic management of the public's perceptions of digital native advertising to meet the needs of consumers. By the end of this course, students will be able to

To understand the concepts and tools of digital business models

To analyze how Apple, Google, Facebook, Amazon and several other internet-era incumbents are using digital business models to create, deliver, capture and defend value.

To understand how developers are the engine of Digital Business Models and how companies from Amazon to Walgreens are working with developers to create, deliver, capture and defend value.

**Course title in English: Digital Media Environment**

**Course code:** D-MGSBM-S3-19

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Prerequisites:** Innovation Management and Digital Transformation, Digital Marketing: Strategic Planning & Integration

**Description:**

This course focuses on the problematic of digital media environment and its new concerns about consumers' unease. One of the organizations risk of going online is that you may be bothered by advertising with strategic management of the public's perceptions of digital native advertising to meet the needs of consumers. By the end of this course, students will be able to:

- Understand the importance of digital media and technology available now and in the future
- Understand the changing media landscape within the area of digitalizing and the consequences it has for businesses.
- Understand and describe how some of the world's leading brands have successfully applied content and digital media into their strategy.
- Understand big data and online business analytics.
- Understand and work with Customer journey mapping.
- Develop the framework for a digital media marketing plan.

**Course title in English: Consumer Buying Behavior in Niche Markets**

**Course code:** D-MGSBM-S3-25

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Prerequisites:** Markets and Marketing, Business Strategy

**Description:**

In this course, students will develop and understand the many aspects of consumer behavior and its applications in niche marketing. This course applies knowledge from areas such as psychology, sociology,

anthropology, and economics to describe and understand how consumers are likely to behave. Consumer behavior attempts to understand the consumption activities of individuals as opposed to markets. Topics include:

- The impact of purchase involvement on consumer decision making.
- The various of kinds of decision models used by consumers
- How research and consumer behavior is used in market analysis.
- The influence of culture on consumer behavior.
- The assumptions about the nature of society that play a role in marketing decisions.

**Course title in English: Innovation Management**

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

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Prerequisites:** Innovation Management and Digital Transformation, Managing Innovation Adoption

**Description:**

Students will understand the importance of technological innovation as a sustainable competitive advantage for firms around the world. However, building an organization to successfully and repeatedly bring technological innovations to market is a daunting managerial challenge. In this course the student will focus on the practices and processes that managers use to manage innovation effectively. The main focus will be on entrepreneurial cases from France (new and established) and another small and medium firms that have been successful and unsuccessful in their innovation.

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

- Understand the role of innovation and technical change in enterprise and national level economic performance
- Understand the technological, human, economic, organizational, social and other dimensions of innovation
- Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology
- Recognize opportunities for the commercialization of innovation

**Course title in English: Creative Thinking and Innovation**

**Course code:** D-MGSBM-S4-6

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

**Number of course hours:** 11 CM + 5 TD

**Number of course credits:** 2

**Prerequisites:** The Role of Creativity in the Management of Innovation

**Description:**

This course offers the possibility to student to develop creativity, as one of the most important roles in management. The ideas generated through the creative process are subsequently turned into innovation, which lies in the heart of the endogenous growth theory. Thus, creativity contributes to the wealth of organizations as well as to the social welfare.

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

- Analyze data to gain insights, recognize patterns, and discover trends and patterns for use as innovation catalysts Integrate the appropriate types of innovation into new and existing ventures.
- Develop, lead and manage innovation teams.
- Apply creativity techniques and design thinking to solve problems, ideate, prototype and test product/service ideas.
- Apply innovation techniques across organizational settings and in decision making processes.

**Course title in English: Managing Social and Human Capital****Course code:** D-MGSBM-S4-7**Level and semester:** 6<sup>th</sup> year, spring semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Prerequisites:** Organizational Ethics: A Practical Approach**Description:**

This course provides an introspective overview on managing people.

The main objectives of the course:

1. To clarify the character of the special capital – human resource as capital.
2. To develop the basic set of methods and techniques needed for managing human capital.
3. To learn about basic administrative processes related to human capital management.

Students will learn what social capital is, why it is a competitive advantage, and how it contributes to your success, as well as to the success of organizations and societies. You'll learn to avoid several myths associated with relationship building, as well as four skills that are essential to developing relationships and social capital: developing self-awareness, creating your brand, being an energizer, and building your network of relationships. You'll also have an opportunity to think about your brand, as well as map out and assess the effectiveness of your own network based on four criteria: size, structure, diversity, and strength of relationships.

**Course title in English: Identifying Social Entrepreneurship Opportunities****Course code:** D-MGSBM-S4-8**Level and semester:** 6<sup>th</sup> year, spring semester**Number of course hours:** 11 CM + 5 TD**Number of course credits:** 2**Description:**

This course will clarify the definition and meaning of Social Entrepreneurship and will focus on the need to learn about the source and root of a social problem. You will be introduced to different perspectives about Social Entrepreneurship and you will learn about complementary and opportunistic assets which will help you to detect an opportunity and develop an idea of how to create a business for social change. From a practical perspective you will be asked to initiate a team formation process and start to think about a problem topic that you want to address with your social venture in the future.