

FACTSHEET EM NORMANDIE

2023 - 2024



- ✓ EM Normandie Business School
- ✓ Erasmus code: F LEHAVR04
- ✓ PIC Number: 949299328

OUR CAMPUSES

- ✓ **Caen:** 9 rue Claude Bloch, 14052 CAEN CEDEX, FRANCE
- ✓ **Le Havre:** 20 quai Frissard, 76600 LE HAVRE, FRANCE
- ✓ **Paris:** 30-32 rue Henri Barbusse, 92110 CLICHY FRANCE
- ✓ **Dubai:** EM Normandie in the UAE, Block 14, 3rd Floor, Dubai Knowledge Park, UAE
- ✓ **Dublin:** Ulysses House, 22-24 Foley Street, Dublin 1 - DO1 W2T2 , IRELAND
- ✓ **Oxford:** Jericho Building, Oxpens Road, Oxford OX1 1SA, UNITED KINGDOM

USEFUL LINKS

- ✓ **EM Normandie Business School:** <https://www.em-normandie.com/en>
- ✓ **International students:** <https://www.em-normandie.com/en/international-candidates>
- ✓ **Exchange students:** <https://www.em-normandie.com/en/exchange-programmes>
- ✓ **Welcome Guide:** <https://www.em-normandie.com/sites/default/files/2023-02/welcome-guide-2023-2024.pdf>
- ✓ **Short-term programmes:** <https://www.em-normandie.com/en/em-normandie-summer-school>

NOMINATION/APPLICATION

- ✓ **Online nomination form:**
May 1st deadline (fall semester), October 15th (spring semester)
- ✓ **Online application form:**
May 15th deadline (fall semester), October 31st (spring semester)

ACADEMIC CALENDAR

- ✓ **Fall semester:** Early September to late December (exams included)
- ✓ **Spring semester:** Early January to April/May (exams included). An exception applies to Year 3 students who will start at the end of January.

The academic calendar depends on the programme and campus chosen by the student during application. [Click here](#)

OUR TEAM

Dean – Director General:

✓ Mr Lilian (Elian) PILVIN
dean@em-normandie.fr

Dean of Development

Mr Hendrik LOHSE
hlohse@em-normandie.fr

Director of International Affairs:

✓ Ms Laurence BOITEUX
lboiteux@em-normandie.fr

Assistant:

✓ Ms Sophie ZION
szion@em-normandie.fr

International Affairs coordinators:

incoming@em-normandie.fr

outgoing@em-normandie.fr

- ✓ Ms Lisa ANQUETIL (Southern Europe)
- ✓ Ms Marine BOUDAN (Western Europe)
- ✓ Ms Colleen BOURHIS (Northern & Eastern Europe)
- ✓ Ms Manuella VERACX-DAVY (Africa, Middle-East & India)
- ✓ Ms Gulmira KALAUOVA (Asia, Kazakhstan, Oceania)
- ✓ Ms Héloïse LARRET (North America)
- ✓ Mrs Natalia MONTEIRO BATISTA (Latin America)

Erasmus (funds & mobility) and short-term programmes:

short-term@em-normandie.fr

✓ Mr Adam AHARRAM
(International Project Manager)

aaharram@em-normandie.fr

✓ Ms Virginie DELMOTTE
(Erasmus+ & Short-Term Programme leader)

vdelmotte@em-normandie.fr

International Affairs Managers:

partnerships@em-normandie.fr

✓ Ms Alexandra LAASRI
(Northern and Southern Europe)

alaasri@em-normandie.fr

✓ Ms Séverine GROULT
(Eastern and Western Europe)

sgroult@em-normandie.fr

✓ Ms Alexandra FROGER
(Americas & Oceania)

afroger@em-normandie.fr

✓ Ms Dorota LICHMIRA
(Africa & Middle East & Asia)

dlichmira@em-normandie.fr

COURSE OFFER

- ✓ **Course offer :** [Click here](#)
 - Undergraduate and graduate programmes, fully in English or fully in French.
 - Access to 6 campuses depending on their level of studies.
 - Possibility to change campuses during a full-year exchange (except for dual-degree)
 - Minimum requirement of 15 ECTS credits per semester
 - Complimentary french classes for english-taught programmes

LANGUAGE REQUIREMENTS

- ✓ We accept language certificates from the home university.
- ✓ Native students in French or English are waived of this requirement

➤ Programmes taught in English:

UNDERGRADUATE: B2, TOEFL IBT 72, IELTS 5.5, TOEIC 750

GRADUATE: B2, TOEFL IBT 83, IELTS 6.0, TOEIC 790

➤ Programme taught in French:

UNDERGRADUATE & GRADUATE : B2 on DELF and TCF scores

STUDENTS SERVICES

✓ Accommodation

EM Normandie has a partnership with an online housing platform, [Studapart](#), where you can find offers from property owners, student residences, agencies or the school community. You can connect to Studapart once you have your EM Normandie login. Please note that we do not offer on-campus housing. For more information, please refer to [our welcome guide](#) or contact accommodation@em-normandie.fr

✓ Student Concierge Club

An assistance service for your study abroad with a 100% digital platform and a French/English team are at your disposal to assist you with all your administrative procedures. The offer includes membership, 24/7 concierge service for 6 months at a cost of 150 euros.

Access the [EM Normandie membership form](#) with the code SCEMNORMAN2022.

More information on: <https://studentconciergeclub.com/fr/SFEZSF>

MONTHLY EXPENSES

- **Le Havre / Caen** ≈ 800€
- **Paris** ≈ 1200€
- **Dublin campus** ≈ 1600€
- **Oxford campus** ≈ 1000€
- **Dubai** ≈ 1700€

For more details, please refer to [our welcome guide](#).

VISAS & IMMIGRATION

We will deliver acceptance letters for all students once their application file is complete. This letter can be used for visa purposes. For more details on visas depending on the campus and country of choice, please refer to [our welcome guide](#).

MEDICAL INSURANCE

FRANCE

- [French Social Security](#) is mandatory and free of charge. For more information, please visit the [Campus France website](#). European students must ask for their EHIC card before arriving.
- We still recommend to subscribe to a complementary health care coverage from : EM Normandie preferred rates: [STUDCORP](#) & [HEYME](#) (promo code EM Normandie : 76EMN-10)

UNITED KINGDOM

- **Subscribe to a private health insurance in your home country**

IRELAND

- **Non- European students:** subscribe to a private health insurance in your home country
- **European students :** order an EHIC card before arriving.

EMIRATES

- **Medical insurance is included in your residence permit**

For more details, please refer to [our welcome guide](#).

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BUSINESS SCHOOL

COURSE OFFER

2023-2024



Important information to keep in mind when choosing **courses**

PROGRAMMES OPEN FOR EXCHANGE STUDENTS :

- EM Normandie offers 3 major programmes:
 - Master in Management - **MIM**
 - Bachelor in International Management - **BIM**
 - Bachelor in Business Administration - **BBA**

Master in Management consists of 5 years of studies: 3 years undergraduate (U1, U2, U3) + 2 years of graduate (M1, M2). Starting from the 1st year of graduate studies (M1) students choose tracks which are equivalent to specializations.

Bachelor in International Management consists of 3 years of undergraduate studies.

Bachelor in Business Administration consists of 4 year of undergraduate studies.

MIM YEAR 5:

Please note that for the following specializations: “Manager des RH”, “Entrepreneuriat Digital», «*International Logistics & Port Management*” and “*Supply Chain Management*”:

The study schedule is one or two weeks of classes per month. During the weeks without classes, the students take part in challenges and professional projects organised by EM Normandie.

COURSE VALIDATION REQUIREMENTS:

- Each course is validated by acquiring ECTS (European Credit Transfer System). For grading system please read the Welcome Guide.
- If the course is indicated as NCB (Non-credit bearing), it means that no credits are awarded for this course. Non credit bearing courses require a 10 out of 20 grade to pass the course.
- EM Normandie imposes a minimum requirement of 15 ECTS credits per semester. *However, EM Normandie recommends that students take the full course load of their selected semester program.*
- You cannot mix courses from different semesters, different specializations, different campuses and different levels of study.
- The course « Associations » is non-credited but allows international students to participate in the day-to-day organisation of a student club (sports, arts, humanitarian). This is only available for full-year students.

NB: Please be informed that there may be slight changes in this course offer.

MIM & BIM PROGRAMMES ELECTIVES:

- Students must pay attention to the choice of electives options on each slide.
- Please note that a minimum number of students is required to open a class.
- Please note that MIM Year 5 electives are online courses .

DOUBLE DEGREE STUDENTS:

- In all Master in Management Year 5 specializations and Bachelor in International Management Year 3 there is a possibility to enroll as a dual-degree student depending on the agreement with your home university. Master in Management Dual-Degree: if your thesis is supervised by your home institution, you will have to select an elective course in order to replace the Research Methodology Course.
- Please note that some specializations in the Master in Management programme have limited spots for dual-degree students. In rare cases if we have more applicants than places, applications will be reviewed. Non-elected students will be offered an alternative programme.
- All courses in MIM Year 5 and BIM Year 3 are mandatory for dual-degree students.

Important information to keep in mind when choosing a **campus**

VISAS & IMMIGRATION

Dear students! As much as we want to welcome you on all of our campuses unfortunately there are immigration restrictions depending on your nationality and the country of the EM Normandy campus over which we have no control. Please check carefully before you choose your campus.

French campuses (Paris, Caen, Le Havre) :

- European students: no visa required.
- Non-European students: visa required (short or long term)

Our government has a [unique website](#) for all visa requests.

Oxford campus:

Since the Brexit, the UK government has decided to divide citizens in two lists:

Non-visa nationals: EU, EEA & Swiss citizens can study in the UK for a short period (less than 6 months) without a visa.

- Visa nationals: students from countries on [this list](#) will not be able to study at our campus as we cannot issue a visa for them.

Please check you students' eligibility on [the government website](#) and let us know if you have any questions/doubts.

Dublin campus:

- European students: no visa required, students can come for a semester or a full year.
- Non-European students: visa required, students can only come for 1 semester.
 - Exempted nationalities: students can be exempt from a visa if their country appears on [this list](#).
 - Remaining nationalities: students will need to apply for [a visa short-term C](#) only for the dates they are physically in Ireland (the beginning of the semester will be online as the duration of courses is more than 90 days)

Dubai campus:

Once accepted, students will be contacted by our Dubai staff to start the visa process. The visa cost is around 7000AED for a year and includes health insurance and the residence permit. A medical test will be done upon arrival by the authorities (blood test and x ray). If the student does not pass the test, his visa will be revoked.

Additional information about EM Normandie learning experience

The EM Normandie Experience is a global vision focused on a single objective: to give students the means to be actors in their personal and professional development. EM Normandie enables them to mobilize the knowledge acquired in class and apply it in real company situations: missions, challenges, etc.. Please find below more information about Projects, Challenges & Career Path proposed in our Programs.

- **MASTER IN MANAGEMENT - UNDERGRADUATE YEAR 2** - (*French Campus : Paris, Caen, Le Havre*)/ *Oxford Campus / Dublin Campus*)

Citizen Project/ Projet Citoyen /Associative Project : This project gives students the opportunity to get involved in subjects that are of real interest to them, either through the community life of the school, or through involvement in an external civic project. There is already a exciting range of associations and projects to choose from, or students may wish to create their own. The aim is to use management tools and apply them to running a school association or an external project (humanitarian, charity, cultural, sports, events, entrepreneurial projects), to be able to build a project starting from an idea or a need and to be able to present a project.

- **MASTER IN MANAGEMENT - UNDERGRADUATE YEAR 3** - (*French Campus : Paris, Caen, Le Havre*)/*Oxford Campus / Dublin Campus / Dubai Campus*)

Responsible Project : This project is a contest which will ask students to work on an analysis relating to the integration of the Sustainable Development Goals (SDGs: defined by the UN) within companies already committed to Sustainable Development (SD) and Social Responsibility (RS). Framework of the contest: students will have to establish a diagnosis that will be based on companies that have already mentioned their contribution to the SDGs in their CSR or sustainable development policy and propose recommendations for actions that could be developed in the chosen company.

Career Path II / Parcours Carriere II : This course will allow each student to clarify how they present themselves (their strengths and motivation) to find an internship in line with their personal and professional aspirations. They will acquire detailed knowledge of a profession and its stakeholders by participating in professional workshops. They will build a strategy for finding an internship and take ownership of the various recruitment processes to apply effectively.

- **BACHELOR IN MANAGEMENT YEAR 2** - (*Le Havre Campus /Dublin Campus*)

International Business Challenge : This course is a project: Students are placed in professional situations in teams of 3 to 4 people. Each team is given a problem to solve in a period of time spread over the whole semester.

- **MASTER IN MANAGEMENT - GRADUATE YEAR 5** - ((*French Campus : Paris, Caen, Le Havre*)/*Oxford Campus / Dublin Campus / Dubai Campus*)

Career Path/Parcours Carriere - Fall semester : The objective of this course is to help students finding solutions, ideas and advice to a question they may have in relation to their career orientation. The codevelopment method is used. In sub-groups of 5, students will play the roles of a client and of a consultant. A student plays the role of a client and explains an issue, project or concern that he has faced during his previous experiences. The other students in the group, playing the consultants, listen and then ask open questions to help the client clarifying his project.

Career Path/Parcours Carriere S2 - Spring Semester : this course is an individual Graduation Interview : Each interview will last 30 minutes. A professional recruiter, lecturing in the Career Path Scheme, will play the role of the recruiter. Each student will submit to the recruiter his/her CV, an Internship or Employment Advertisement relevant to his/her professional project and a "skills assessment" file enabling each student to present their service offer. Each student will receive constructive feedback at the end of the interview.

Additional information about EM Normandie learning experience

- **MASTER IN MANAGEMENT - INTERNATIONAL BUSINESS GRADUATE YEAR 5 - *Le Havre Campus***

International Business Challenge 1- Fall Semester : The students are supposed to work within two weeks on a company's business case. The case is introduced in a briefing session done by a representative of the company. Hereafter, a Q&A session with the company as well as a supervision session by the head of the programme is provided throughout the two weeks of runtime. Finally, a presentation on the solution of the raised problem of the company should be held.

International Business Challenge 2 - Spring Semester : Experience of working on real issues for an international company. Provide the student with the opportunity to undertake an investigation into different areas, under the guidance of a supervisor. Enable the students to place the taught course into a practical context. Experience of working on real issues for an international company. Provide the student with the opportunity to undertake an investigation into different areas, under the guidance of a supervisor. Enable the students to place the taught course into a practical context.

- **MASTER IN MANAGEMENT - FINANCIAL DATA MANAGEMENT GRADUATE YEAR 5 - *Paris Campus***

Challenge - Fall Semester : During this course, students will implement real projects for real companies. Provided by a company carefully selected by the programme leader, each team is composed of 4 students that compete one against the other on the same project of 3 weeks. Technical assistance is provided by teachers from the School. Each team has to present the results of its work at the end of the project to a panel of company executives and managers who are specialists of the selected topic. The team prepares an oral presentation with visual aids. The panel evaluates the quality of the analysis and recommendations, the team's cohesion and its ability to respond to the questions asked.

- **MASTER IN MANAGEMENT - MARKETING AND DIGITAL IN LUXURY AND LIFESTYLE GRADUATE YEAR 5 - *Paris Campus***

Challenge - Fall Semester : Sponsored by Institut National des Métiers d'Art and coached by a professor from EM Normandie, this "challenge" mission is focused on a problematic formulated by a real luxury company which possesses the Entreprise du Patrimoine Vivant label. Each of the groups of students will have to analyse a specific company and to audit and help it with digital recommendations. Intercultural groups of students is requested for this project to provide international overview of the company and its environment.

- **MASTER IN MANAGEMENT - SUSTAINABLE BUSINESS STRATEGY GRADUATE YEAR 5 - *Paris Campus***

Learning Expedition 1 & 2 - Fall & Spring Semester : The learning expeditions takes the form of a consulting mission. Provided by a company carefully selected by the academic director, students hold a consultant position for a length of 2 to 6 months. The consulting mission is undertaken by groups of 3 to 6 students utilizing consulting methodology, coached by company's project managers in collaboration with the academic director, as well as the program lecturers. Hence, students benefit from the support of these courses lecturers to succeed their mission. Visits to the company and workshop sessions are scheduled during the consulting mission.

- **MASTER IN MANAGEMENT - SUPPLY CHAIN LOGISTIQUE & INNOVATIONS GRADUATE YEAR 5 - *Le Havre Campus***

Challenge 1 : This course aims to train the student to follow, understand and model the logistics processes of an organization. It prepares the student to defend and justify his/her ideas in front of professionals and to work in a team. The course will consist of a visit to a company, interviews with operators and managers, and the collection of information to respond to a set of specifications provided by the company. Two weeks of group work at the school with the support of the mission's prescriber and a teacher.

Additional information about EM Normandie learning experience

- **MASTER IN MANAGEMENT - STRATEGIE MARKETING ET DEVELOPPEMENT COMMERCIAL GRADUATE YEAR 5 - *Le Havre Campus***

Challenge DCF- Spring Semester : This course is a challenge carried out by teams aiming at putting into practice semesters 1 & 2 courses, on a real case of a company. The objective of the course is to understand the existing situation and challenges of a company in order to develop a marketing strategy and a commercial development plan. Learn to work in a group on a commercial competition. Based on business development or diversification objectives, student teams are competing to produce a business plan, a control and decision-making tool.

They present it to the company's management board in 15 minutes who will choose designates the most performing team of students.

Mission Longue (Corporate Mission) - Fall Semester :

During this mission, teams of 3 or 4 students will be asked to propose relevant actions to the company, taking into account the terms of reference of the specifications, based on a marketing and sales strategy mission within a company. The teams have at their disposal a person in charge of the mission who provides the tutoring in the company. His role is as follows:

- To guide the work done by the students, requiring them to behave like professionals
- To share with the students their professional experience and their vision of the company
- Evaluate the involvement, behavior and work of each student in the team
- Participate in the final jury of the mission

- **MASTER IN MANAGEMENT ELECTIVES - YEAR 5 :**

Business Models & Performance - Spring Semester :

Please note that this business game is not intended for students of finance. Nevertheless, it is not possible to follow this course if the student does not master the basic concepts; namely, cost control, income statement and balance sheet.

Digitalization & Corporate Finance - Fall Semester :

Please note that This course is intended for students who wish to enter the accounting, auditing, banking or management control professions after their studies. Mastery of basic accounting notions is necessary.

Undergraduate Level Courses



ENGLISH

UNDERGRADUATE PROGRAMMES – Year 2/3

Caen campus (9-10)

Dubai campus (11-12)

Dublin campus (13-15)

Le Havre campus (16-17)

Oxford campus (18-19)

Paris campus (20-22)

FRENCH

UNDERGRADUATE PROGRAMMES – Year 2/3

Caen campus (39-40)

Le Havre campus (41)

Paris campus (42-43)

Graduate Level Courses



GRADUATE PROGRAMMES – Year 4/5

Caen campus (24)

Dubai Campus (25)

Dublin (26-27)

Le Havre campus (28-31)

Oxford campus (32-33)

Paris campus (34-37)

GRADUATE PROGRAMMES – Year 4/5

Caen campus (45)

Le Havre campus (46-49)

Paris campus (50-51)

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CAEN CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
FINANCIAL ANALYSIS	5	CONTRACT AND EMPLOYMENT LAW	5
ECONOMIC POLICIES	5	SOCIOLOGY & THEORY OF ORGANISATIONS	5
MARKETING OF SERVICES	5	STATISTICS 2	5
INTRODUCTION TO TAXES	5	INTERNATIONAL TRADE	5
TECH FOR BUSINESS - DATA MANAGEMENT & CYBERSECURITY	5	TECH FOR BUSINESS - WEBMARKETING	5
CITIZEN PROJECT/ASSOCIATION	NCB*	CITIZEN PROJECT/ASSOCIATION	NCB*
ENGLISH	NCB*	ENGLISH	NCB*
REINFORCED ENGLISH	NCB*	REINFORCED ENGLISH	NCB*
FRENCH AS A FOREIGN LANGUAGE **	NCB*	FRENCH AS A FOREIGN LANGUAGE **	NCB*
		INTERNSHIP*** (4 weeks from mid-April to end of August)	NCB*
Electives (possibility to choose 1) :		Electives (possibility to choose 1) :	
EUROPEAN UNION AND INNOVATION	5	WORKING IN MULTICULTURAL TEAMS	5
HISTORY OF SOCIAL EVENTS	5	INTRODUCTION TO CHANGE MANAGEMENT	5
GENERAL KNOWLEDGE : ARTIFICIAL INTELLIGENCE	5		

***INTERNSHIP : optional

**FRENCH AS A FOREIGN LANGUAGE is a distance learning course : Please indicate your level of language in your learning agreement among the 4 below:

French for Beginners (never learnt French before)

French for False Beginners (**A1 CECR**)

French for Intermediate Learners (**A2/BI CECR**)

French for Advanced Learners (**B2/CI CECR**)

*NCB : Non Credit Bearing



CAEN CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
CASH AND RISK MANAGEMENT	5	APPLIED AND ALTERNATIVE ECONOMICS	5
INTERNATIONAL LOGISTICS	5	ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT	5
AGILE MANAGEMENT	5	CONSUMER BEHAVIOUR	5
E-COMMERCE	5	STRATEGY	5
TECH FOR BUSINESS : DIGITAL INFLUENCE	5	COST CONTROL	5
GEOPOLITICS	5	CAREER PATH 2	1
ENGLISH	NCB*	ENGLISH	NCB*
REINFORCED ENGLISH	NCB*	REINFORCED ENGLISH	NCB*
FRENCH AS A FOREIGN LANGUAGE***	NCB*	FRENCH AS A FOREIGN LANGUAGE***	NCB*
		RESPONSIBLE PROJECT	NCB*
		INTERNSHIP (8-12 weeks from mid-May to end of August)	3
		Electives** (possibility to choose 1) :	5
		FINANCE INVESTMENT CASH FLOW	5
		UNDERSTANDING CLIMATE CHANGE AND ACTING FOR TRANSITION	5
		AGILE INTRAPRENEURSHIP PROJECT	5
		COMPARATIVE STRATEGIC THINKING	5
		DIGITAL TRANSFORMATION & 4.0 INDUSTRY	5
		Electives** (possibility to choose 1) :	5
		ANTHROPOLOGY	5
		LAW AND ECONOMICS	5

***FRENCH AS A FOREIGN LANGUAGE is a distance learning course :
 Please indicate your level of language in your learning agreement among the 4 below :

French for Beginners (never learnt French before)

French for False Beginners (**A1 CECR**)

French for Intermediate Learners (**A2/B1 CECR**)

French for Advanced Learners (**B2/C1 CECR**)

**Electives : Students may choose one elective of each color. They can not choose more than one blue elective or more than one light orange elective

*NCB : Non Credit Bearing

Elective Courses taught in French



DUBAI CAMPUS

NEW

FALL SEMESTER	
Course title	Credits
INTERNATIONAL MARKETING	5
PRINCIPLES OF BUSINESS STRATEGY	5
DISTRIBUTION CHANNELS	5
BUSINESS DATA AND ANALYTICS	5
FINANCIAL ANALYSIS	5
ENGLISH	NCB*
<i>Electives (possibility to choose 1) :</i>	
CRITICAL THINKING	5
BUSINESS HISTORY	5

SPRING SEMESTER	
Course title	Credits

NO COURSES OFFERED

*NCB : Non Credit Bearing



DUBAI CAMPUS

NEW**FALL SEMESTER**

Course title	Credits
CASH AND RISK MANAGEMENT	5
INTERNATIONAL LOGISTICS	5
AGILE MANAGEMENT	5
E-COMMERCE	5
TECH FOR BUSINESS : DIGITAL INFLUENCE	5
GEOPOLITICS	5
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*

SPRING SEMESTER

Course title	Credits
APPLIED AND ALTERNATIVE ECONOMICS	5
ORGANISATIONAL BEHAVIOUR AND MANAGEMENT	5
CONSUMER BEHAVIOUR	5
STRATEGY	5
COST CONTROL	5
CAREER PATH 2	1
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
RESPONSIBLE PROJECT	NCB*
INTERNSHIP (<i>8 to 12 weeks after the exam period</i>)	3
Electives (possibility to choose 1) :	5
DIGITAL TRANSFORMATION & 4.0 INDUSTRY	5
UNDERSTANDING CLIMATE CHANGE	5



DUBLIN CAMPUS

NEW**FALL SEMESTER**

Course title	Credits
INTERNATIONAL MARKETING	5
PRINCIPLES OF BUSINESS STRATEGY	5
DISTRIBUTION CHANNELS	5
BUSINESS DATA AND ANALYTICS	5
FINANCIAL ANALYSIS	5
ENGLISH	NCB*
<i>Electives (possibility to choose 1) :</i>	
CRITICAL THINKING	5
BUSINESS HISTORY	5

SPRING SEMESTER

Course title	Credits
ENTREPRENEURSHIP IN A DIGITAL ECOSYSTEM	5
INFORMATION SYSTEMS	5
BUSINESS NEGOTIATION	5
STRATEGIC MARKETING	5
MANAGEMENT CONTROL	5
ENGLISH	NCB*
INTERNATIONAL BUSINESS CHALLENGE	NCB*
<i>Electives (possibility to choose 1) :</i>	
BANKING AND INTERNATIONAL PAYMENTS	5
OPERATIONS MANAGEMENT	5



DUBLIN CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
FINANCIAL ANALYSIS	5	CONTRACT AND EMPLOYEMENT LAW	5
ECONOMIC POLICIES	5	SOCIOLOGY & THEORY OF ORGANISATIONS	5
MARKETING OF SERVICES	5	STATISTICS 2	5
INTRODUCTION TO TAXES	5	INTERNATIONAL TRADE	5
TECH FOR BUSINESS - DATA MANAGEMENT & CYBERSECURITY	5	TECH FOR BUSINESS - WEBMARKETING	5
ASSOCIATIVE PROJECT	NCB*	ASSOCIATIVE PROJECT	NCB*
ENGLISH	NCB*	ENGLISH	NCB*
REINFORCED ENGLISH	NCB*	REINFORCED ENGLISH	NCB*
ORGANISATIONAL COMMUNICATIONS	5	INTERNSHIP** (4 weeks from mid-April to end of August)	NCB*
		INNOVATION & EU INSTITUTIONS	5

**INTERNSHIP : optional

*NCB : Non Credit Bearing



DUBLIN CAMPUS

FALL SEMESTER

Course title	Credits
CASH AND RISK MANAGEMENT	5
INTERNATIONAL LOGISTICS	5
AGILE MANAGEMENT	5
E-COMMERCE	5
TECH FOR BUSINESS : DIGITAL INFLUENCE	5
GEOPOLITICS	5
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*

SPRING SEMESTER

Course title	Credits
APPLIED AND ALTERNATIVE ECONOMICS	5
ORGANISATIONAL BEHAVIOUR AND MANAGEMENT	5
CONSUMER BEHAVIOUR	5
STRATEGY	5
COST CONTROL	5
CAREER PATH 2	1
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
RESPONSIBLE PROJECT	NCB*
INTERNSHIP (8-12 weeks from end of April to end of August)	3
Electives (possibility to choose 1) :	
DIGITAL TRANSFORMATION & 4.0	5
INDUSTRY	5
THE ART OF PUBLIC SPEAKING	5
INTERCULTURAL TEAMS	5



LE HAVRE CAMPUS

FALL SEMESTER

Course title	Credits
INTERNATIONAL MARKETING	5
PRINCIPLES OF BUSINESS STRATEGY	5
DISTRIBUTION CHANNELS	5
BUSINESS DATA AND ANALYTICS	5
FINANCIAL ANALYSIS	5
ENGLISH	NCB*
FRENCH AS A FOREIGN LANGUAGE**	NCB*
<i>Electives (possibility to choose 1) :</i>	
CRITICAL THINKING	5
BUSINESS HISTORY	5

SPRING SEMESTER

Course title	Credits
ENTREPRENEURSHIP IN A DIGITAL ECOSYSTEM	5
INFORMATION SYSTEMS	5
BUSINESS NEGOTIATION	5
STRATEGIC MARKETING	5
MANAGEMENT CONTROL	5
ENGLISH	NCB*
FRENCH AS A FOREIGN LANGUAGE**	NCB*
INTERNATIONAL BUSINESS CHALLENGE	NCB*
<i>Electives (possibility to choose 1) :</i>	
OPERATION MANAGEMENT	5
BANKING AND INTERNATIONAL PAYMENTS	5

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French for Intermediate Learners (**A2/BI CECR**)

French for Advanced Learners (**B2/CI CECR**)

*NCB : Non Credit Bearing



LE HAVRE CAMPUS

FALL SEMESTER

Course title	Credits
DISSERTATION RESEARCH METHODS	5
INTERNET OF THINGS AND BLOCKCHAIN	5
MARKETING MANAGEMENT	5
INTERNATIONAL FINANCE	5
GEOPOLITICS	5
MULTICULTURAL MANAGEMENT	5
ENGLISH	NCB*
FRENCH AS FOREIGN LANGUAGE****	NCB*
CAREER PATH	2

SPRING SEMESTER

Course title	Credits
BACHELOR THESIS***	10
BUSINESS GAME	5
ENGLISH OR FRENCH LANGUAGE	NCB*
INTERNSHIP (12 weeks minimum from April)	5
<u>Concentration Option 1**:</u>	
SERVICE INDUSTRIES: Services Marketing	5
SERVICE INDUSTRIES: Tourism and Hospitality Services	5
SERVICE INDUSTRIES: Financial and Gaming Services	5
<u>Concentration Option 2**:</u>	
DIGITAL BUSINESS: Digital Marketing Applications	5
DIGITAL BUSINESS: Internet Law and Cybersecurity	5
DIGITAL BUSINESS: e-Commerce operations	5
<u>Concentration Option 3**:</u>	
LOGISTICS: Multimodal Transportation	5
LOGISTICS: Logistics 4.0	5
LOGISTICS: Port Management	5

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**Choose one concentration option, options cannot be mixed.

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OXFORD CAMPUS

FALL SEMESTER

Course title	Credits
FINANCIAL ANALYSIS	5
ECONOMIC POLICIES	5
MARKETING OF SERVICES	5
INTRODUCTION TO TAXES	5
TECH FOR BUSINESS - DATA MANAGEMENT & CYBERSECURITY	5
ASSOCIATION	NCB*
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
Electives (possibility to choose 1) :	
ENTREPRENEURSHIP PROJECT	5
GENERAL KNOWLEDGE : THE UK	5
GENERAL KNOWLEDGE : ARTIFICIAL INTELLIGENCE	5
UK SPORTS MANAGEMENT	5

SPRING SEMESTER

Course title	Credits
CONTRACT AND EMPLOYMENT LAW	5
SOCIOLOGY & THEORY OF ORGANISATIONS	5
STATISTICS 2	5
INTERNATIONAL TRADE	5
TECH FOR BUSINESS - WEBMARKETING	5
ASSOCIATION	NCB*
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
INTERNSHIP** (<i>4 weeks from mid-April to end of August</i>)	NCB*
Electives (possibility to choose 1) :	
ORGANISATIONAL COMMUNICATIONS	5
MANAGEMENT OF UK CREATIVE INDUSTRIES	5
INTERNATIONAL TEAMS	5

*NCB : Non Credit Bearing

**INTERNSHIP : optional



OXFORD CAMPUS

FALL SEMESTER

Course title	Credits
CASH AND RISK MANAGEMENT	5
INTERNATIONAL LOGISTICS	5
AGILE MANAGEMENT	5
E-COMMERCE	5
TECH FOR BUSINESS : DIGITAL INFLUENCE	5
GEOPOLITICS	5
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*

SPRING SEMESTER

Course title	Credits
APPLIED AND ALTERNATIVE ECONOMICS	5
ORGANISATIONAL BEHAVIOUR AND MANAGEMENT	5
CONSUMER BEHAVIOUR	5
STRATEGY	5
COST CONTROL	5
CAREER PATH 2	1
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
RESPONSIBLE MANAGEMENT PROJECT	NCB*
INTERNSHIP (8 to 12 weeks from April to end of August)	3

Electives (possibility to choose 1) :

DIGITAL TRANSFORMATION & 4.0 INDUSTRY	5
BUSINESS IN POST-BREXIT EUROPE	5
UNDERSTANDING CLIMATE CHANGE	5



PARIS CAMPUS

NEW**FALL SEMESTER**

Course title	Credit
HUMAN RESOURCE MANAGEMENT	5
PRINCIPLES OF BUSINESS STRATEGY	5
PROJECT MANAGEMENT	5
FINANCIAL ANALYSIS	5
MARKET RESEARCH	5
FRENCH AS A FOREIGN LANGUAGE**	NCB*
BUSINESS SEMINAR 1: NATIONAL BUSINESS CHALLENGE	5

SPRING SEMESTER

Course title	Credit
ENTREPRENEURSHIP	5
INFORMATION SYSTEMS	5
BUSINESS NEGOCIATION	5
LOGISTICS	5
MANAGEMENT CONTROL	5
FRENCH AS A FOREIGN LANGUAGE**	NCB*
RESEARCH SEMINAR 2: RESEARCH TOPICS: REVIEWING RESEARCH PAPERS	5

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PARIS CAMPUS

FALL SEMESTER

Course title	Credits
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FINANCIAL ANALYSIS	5
ECONOMIC POLICIES	5
MARKETING OF SERVICES	5
INTRODUCTION TO TAXES	5
TECH FOR BUSINESS - DATA MANAGEMENT & CYBERSECURITY	5
CITIZEN PROJECT	NCB*
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
FRENCH AS A FOREIGN LANGUAGE **	NCB*

Electives (possibility to choose 1) :

EUROPEAN UNION AND INNOVATION	5
HISTORY OF SOCIAL EVENTS	5
GENERAL KNOWLEDGE : ARTIFICIAL INTELLIGENCE	5

SPRING SEMESTER

Course title	Credits
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CONTRACT AND EMPLOYEMENT LAW	5
SOCIOLOGY & ORGANIZATIONAL THEORIES	5
STATISTICS 2	5
INTERNATIONAL TRADE	5
TECH FOR BUSINESS - WEBMARKETING	5
CITIZEN PROJECT	NCB*
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
FRENCH AS A FOREIGN L ANGUAGE **	NCB*
INTERNSHIP *** (4 weeks from mid-April to end of August)	NCB*

Electives (possibility to choose 1) :

WORKING IN MULTICULTURAL TEAMS	5
INTRODUCTION TO CHANGE MANAGEMENT	5

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French for Advanced Learners (**B2/C1 CECR**)

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***INTERNSHIP : optional



NEW



PARIS CAMPUS

FALL SEMESTER

Course title	Credits
CASH AND RISK MANAGEMENT	5
INTERNATIONAL LOGISTICS	5
AGILE MANAGEMENT	5
E-COMMERCE	5
TECH FOR BUSINESS : DIGITAL INFLUENCE	5
GEOPOLITICS	5
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
FRENCH AS A FOREIGN LANGUAGE ***	NCB*

SPRING SEMESTER

Course title	Credits
APPLIED AND ALTERNATIVE ECONOMICS	5
ORGANISATIONAL BEHAVIOUR AND MANAGEMENT	5
CONSUMER BEHAVIOUR	5
STRATEGY	5
COST CONTROL	5
CAREER PATH II	1
ENGLISH	NCB*
REINFORCED ENGLISH	NCB*
FRENCH AS A FOREIGN LANGUAGE***	NCB*
RESPONSIBLE PROJECT	NCB*
INTERNSHIP (8 to 12 weeks from mid-May to end of August)	3

****Electives (possibility to choose 1) :**

UNDERSTANDING CLIMATE CHANGE AND ACTING FOR TRANSITION	5
OPEN INNOVATION, PROCESS AND AGILITY FOR MANAGERS	5
COMPARATIVE STRATEGIC THINKING	5
CREATIVITY APPLIED, CREATIVITY IN BUSINESS	5

****Electives (possibility to choose 1) :**

FINANCE INVESTMENT CASH FLOW	5
ENTERTAINMENT MARKETING	5

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French for Advanced Learners (**B2/C1 CECR**)

****Electives :** Students may choose one elective of each color.

They can not choose more than one blue elective or more than one light orange elective

*NCB : Non Credit Bearing



Elective Courses taught in French

1871

EM

NORMANDIE
BUSINESS SCHOOL

GRADUATE ENGLISH



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CAEN CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
MANAGEMENT DU MARKETING	5	E COMMERCE WEBMARKETING AND MOBILE MARKETING	NCB*
INTERNATIONAL OPERATIONS MANAGEMENT	5	NEW PRODUCT DEVELOPMENT	5
CROSS-CULTURAL MANAGEMENT	5	INTERNATIONAL BUSINESS DEVELOPMENT	5
INTERNATIONAL BUSINESS NEGOTIATION	5	BRAND AND SERVICES MARKETING	5
INTERNATIONAL MARKET RESEARCH	5	INTERNATIONAL DEVELOPMENT IN PRACTICE	NCB*
CAREER PATH	NCB*	INTERNSHIP <i>(6 months after the exam period)</i>	5
RESEARCH METHODOLOGY**	5	CAREER PATH	1
FRENCH AS A FOREIGN LANGUAGE***	NCB*	DISSERTATION**	10
Electives (possibility to choose 1) :		FRENCH AS A FOREIGN LANGUAGE***	NCB*
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	Electives (possibility to choose up to 2) :	
CHANGE MANAGEMENT & ORGANIZATIONAL TRANSFORMATION	5	BUSINESS MODELS AND PERFORMANCE	5
DIGITALIZATION AND CORPORATE FINANCE	5	CRITICAL ISSUES IN MANAGEMENT	5
		LEADING IN MULTICULTURAL ENVIRONMENTS	5
		DIGITAL DISRUPTION AND INDUSTRY 4.0	5

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ENGLISH

MASTER IN MANAGEMENT – GRADUATE YEAR 4 EXPERTISE



DUBAI CAMPUS

NEW

FALL SEMESTER

Course title	Credits
NO COURSES OFFERED	

SPRING SEMESTER

Course title	Credits
DIGITAL MARKETING STRATEGY	5
INTERNATIONAL TRADE, BUSINESS AND STRATEGY	5
EXCEL MACROS & VBA	5
ORGANIZATIONAL DEVELOPMENT & CHANGE	5
DOING BUSINESS IN A CHANGING WORLD	5
COMPETING IN EMERGING ECONOMIES	5
BUSINESS ENGLISH	5

*NCB : Non Credit Bearing



DUBLIN CAMPUS

FALL SEMESTER

Course title	Credits
NO COURSES OFFERED	

SPRING SEMESTER

Course title	Credits
DIGITAL MARKETING STRATEGY	5
BUSINESS ENGLISH	NCB
EXCEL MACROS & VBA	5
INTERNATIONAL TRADE, BUSINESS AND STRATEGY	5
ORGANIZATIONAL DEVELOPMENT & CHANGE	5
DOING BUSINESS IN A CHANGING WORLD	5
COMPETING IN EMERGING ECONOMIES	5



DUBLIN CAMPUS

FALL SEMESTER

Course title	Credits
STRATEGIC DIGITAL MARKETING	5
SALES IN THE DIGITAL AGE	5
BRAND MANAGEMENT	5
MARKETING ANALYTICS & DATA DRIVEN DECISION MAKING	5
SELECTED TOPICS IN SALES	5
RESEARCH METHODOLOGY **	5

Electives (possibility to choose 1) :

DIGITALIZATION AND CORPORATE FINANCE	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5

SPRING SEMESTER

Course title	Credits
SOCIAL MEDIA & INFLUENCER MARKETING	5
DIGITAL ENTREPRENEURSHIP & E-COMMERCE	5
SALES FORCE MANAGEMENT	5
DIGITAL ETHICS & PRIVACY	5
SOFT SKILLS TRAINING	5
CAREER BUILDING & MANAGEMENT	NCB
CAREER PATH	1
INTERNSHIP (6 months after the exam period)	9
DISSERTATION**	10

Electives (possibility to choose up to 2) :

BUSINESS MODELS AND PERFORMANCE	5
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

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LE HAVRE CAMPUS

FALL SEMESTER

Course title	Credits
INTERNATIONAL ACCOUNTING STANDARDS AND FINANCIAL MANAGEMENT	5
CROSS CULTURAL MARKETING	5
INTERNATIONAL TRADE	5
HRM FOR MANAGER	5
INNOVATION & BUSINESS INTELLIGENCE	5
EUROPEAN COMPETITION LAW	5
FRENCH AS A FOREIGN LANGUAGE **	NCB*

SPRING SEMESTER

Course title	Credits
BUSINESS PLAN	5
DIGITAL MARKETING STRATEGY	5
EXCEL MACROS & VBA	5
ORGANIZATIONAL DEVELOPMENT & CHANGE	5
DOING BUSINESS IN A CHANGING WORLD	5
COMPETING IN EMERGING ECONOMIES	5
FRENCH AS A FOREIGN LANGUAGE **	NCB*
INTERNSHIP (8 to 12 months after the exam period)	NCB*

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LE HAVRE CAMPUS

FALL SEMESTER

Course title	Credits
INTERCULTURAL MANAGEMENT	5
ADVANCED INTERNATIONAL BUSINESS (I) AND INTERNATIONAL BUSINESS LAW	5
INTERNATIONAL MARKETING	5
INTERNATIONAL HUMAN RESOURCES MANAGEMENT	5
CAREER PATH	NCB*
INTERNATIONAL BUSINESS CHALLENGE I	5
RESEARCH METHODS **	5
FRENCH AS A FOREIGN LANGUAGE***	NCB*
Electives (possibility to choose 1) :	
DIGITIZATION AND CORPORATE FINANCE	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5

SPRING SEMESTER

Course title	Credits
STRATEGIC THINKING	5
OPERATIONS MANAGEMENT	5
ADVANCED INTERNATIONAL BUSINESS (II)	5
INTERNATIONAL FINANCE	5
INTERNATIONAL BUSINESS CHALLENGE II	5
CAREER PATH	1
INTERNSHIP (6 months after the exam period)	9
DISSERTATION**	10
FRENCH AS A FOREIGN LANGUAGE***	NCB*
Electives (possibility to choose up to 2) :	
DIGITAL DISRUPTION AND INDUSTRY 4.0	5
BUSINESS MODELS AND PERFORMANCE	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
CRITICAL ISSUES IN MANAGEMENT	5

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**Course open for dual-degree students only



LE HAVRE CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
SUPPLY CHAIN ESSENTIALS	5	INTERNATIONAL TRADE PRINCIPLES	5
OPERATION & QUALITY MANAGEMENT	5	TRANSPORT MODES	5
PROCUREMENT & DATA ANALYTICS	5	SHIPPING & PORT MANAGEMENT	5
SUSTAINABILITY in SCM	5	DIGITAL PROJECTS	5
BUSINESS CASE COMPETITION 1	5	SOFT SKILLS DEVELOPMENT	5
CAREER PATH	NCB*	BUSINESS CASE COMPETITION 2	NCB*
RESEARCH METHODOLOGY*	5	CAREER PATH	1
FRENCH AS A FOREIGN LANGUAGE***	NCB*	INTERNSHIP (6 months after the exam period)	9
Electives (possibility to choose 1) :		DISSERTATION**	10
DIGITALIZATION AND CORPORATE FINANCE	5	FRENCH AS A FOREIGN LANGUAGE***	NCB*
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	Electives (possibility to choose up to 2) :	
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	BUSINESS MODELS AND PERFORMANCE	5
		CRITICAL ISSUES IN MANAGEMENT	5
		LEADING IN MULTICULTURAL ENVIRONMENTS	5
		DIGITAL DISRUPTION AND INDUSTRY 4.0	5

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LE HAVRE CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
SUPPLY CHAIN ESSENTIALS	5	INTERNATIONAL TRADE PRINCIPLES	5
OPERATION & QUALITY MANAGEMENT	5	SUPPLY & DEMAND PLANNING	5
PROCUREMENT & DATA ANALYTIC	5	SUPPLY CHAIN INNOVATIONS	5
SUSTAINABILITY in SCM	5	DIGITAL SUPPLY CHAIN PROJECTS	5
BUSINESS CASE COMPETITION 1	5	SOFT SKILLS DEVELOPMENT	5
CAREER PATH	NCB*	BUSINESS CASE COMPETITION 2	NCB*
RESEARCH METHODOLOGY **	5	CAREER PATH S2	1
FRENCH AS A FOREIGN LANGUAGE***	NCB*	INTERNSHIP (6 months after the exam period)	9
Electives (possibility to choose 1) :		DISSERTATION**	10
DIGITALIZATION AND CORPORATE FINANCE	5	FRENCH AS A FOREIGN LANGUAGE***	NCB*
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	Electives (possibility to choose up to 2) :	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	BUSINESS MODELS AND PERFORMANCE	5
		CRITICAL ISSUES IN MANAGEMENT	5
		LEADING IN MULTICULTURAL ENVIRONMENTS	5
		DIGITAL DISRUPTION AND INDUSTRY 4.0	5

Please note that study schedule is one week of classes per month

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French for Advanced Learners (B2/CI CECR)

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OXFORD CAMPUS

FALL SEMESTER

Course title	Credits
INTERNATIONAL ACCOUNTING STANDARDS AND FINANCIAL MANAGEMENT	5
CROSS CULTURAL MARKETING	5
INTERNATIONAL TRADE	5
HRM FOR MANAGER	5
INNOVATION & BUSINESS INTELLIGENCE	5
EUROPEAN COMPETITION LAW	5

SPRING SEMESTER

Course title	Credits
BUSINESS PLAN	5
DIGITAL MARKETING STRATEGY	5
EXCEL MACROS & VBA	5
ORGANIZATIONAL DEVELOPMENT & CHANGE	5
DOING BUSINESS IN A CHANGING WORLD	5
COMPETING IN EMERGING ECONOMIES	5



OXFORD CAMPUS

FALL SEMESTER

Course title	Credits
INTRODUCTION TO PROGRAMME	5
BANKING I: RETAIL BANKING	5
BANKING II : M&A FOR INVESTMENT BANKING	5
FINTECH I: EMERGING SECTOR	5
FINTECH II: CODING FOR FINANCE AND FINTECH	5
CONNECTING TO THE REAL WORLD I	NCB*
CAREER PATH	NCB*
RESEARCH METHODOLOGY**	5
Electives (possibility to choose 1) :	
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5

SPRING SEMESTER

Course title	Credits
BANKING IV: COMPLIANCE	5
BANKING V: OPERATIONAL RISK MANAGEMENT	5
BANKING III: PORTFOLIO MANAGEMENT & INVESTMENT	5
FINTECH III : ADVANCED TOOLS	5
CONNECTING TO THE REAL WORD	NCB*
CAREER PATH	1
DISSERTATION**	10
INTERNSHIP (6 months after the exam period)	9
Electives (possibility to choose up to 2) :	
BUSINESS MODELS AND PERFORMANCE	5
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

**Course open for dual-degree students only

*NCB : Non Credit Bearing



PARIS CAMPUS

FALL SEMESTER

Course title	Credits
ADVANCED FINANCIAL ANALYSIS & GROUP MANAGEMENT	5
FINANCIAL MANAGEMENT	5
DATA ARCHITECTURE & GOVERNANCE	5
PROJECT MANAGEMENT & PROGRAMMING	5
CAREER PATH	NCB*
RESEARCH METHODOLOGY**	5
CHALLENGE	5
FRENCH AS A FOREIGN LANGUAGE***	NCB*
Electives (possibility to choose 1) :	
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5

SPRING SEMESTER

Course title	Credits
DECISION MAKING & PREDICTIVE ANALYSIS TOOLS	5
KEY INDICATORS & COMMON REFERENCES	5
MANAGEMENT REPORTING & COMMUNICATION	5
DATA MANAGEMENT	5
STRATEGY & MASTERING RISKS	5
MISSION LONG DURATION (<i>Corporate Mission</i>)	NCB*
CAREER PATH	1
INTERNSHIP (<i>6 months after the exam period</i>)	9
DISSERTATION**	10
FRENCH AS A FOREIGN LANGUAGE***	NCB*
Electives (possibility to choose up to 2) :	
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

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French for Advanced Learners (**B2/C1 CECR**)

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*NCB : Non Credit Bearing



PARIS CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
MARKETING ACTIVATION IN LUXURY	5	BUSINESS MODELS IN LUXURY	5
COMMUNICATION AND DIGITAL IN LUXURY	5	BRAND MANAGEMENT AND RESPONSABILITY	5
DIGITAL DEVELOPMENT IN LUXURY	5	ECONOMIC PERFORMANCE IN LUXURY	5
CHALLENGE	5	INTERNATIONAL ENVIRONMENT IN LUXURY	5
CAREER PATH	NCB*	EXPERIENTIAL LUXURY	5
RESEARCH METHODOLOGY**	5	INTERNSHIP (6 months after the exam period)	9
FRENCH AS A FOREIGN LANGUAGE***	NCB*	CAREER PATH	1
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	DISSERTATION**	10
		FRENCH AS A FOREIGN LANGUAGE***	NCB*
		Electives (possibility to choose up to 2) :	
		CRITICAL ISSUES IN MANAGEMENT	5
		LEADING IN MULTICULTURAL ENVIRONMENTS	5
		DIGITAL DISRUPTION AND INDUSTRY 4.0	5

GPA of 3.0 on a 4.0 scale is required to access this specialization.

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PARIS CAMPUS

FALL SEMESTER

Course title	Credits
MEETING STRATEGIES FOR SOCIAL TRANSFORMATION (Business Cases)	NCB*
MEETING STRATEGIES FOR SOCIAL TRANSFORMATION (Master's Inaugural Lesson)	5
DESIGN THINKING (User Approach)	5
LOCAL INNOVATIVE ECOSYSTEMS (Territorial Approach)	5
CORPORATE CREATIVITY LEADERSHIP (Organizational Approach)	5
DIGITAL SOCIAL EXPERIENCE	5
CAREER PATH	NCB*
RESEARCH METHODOLOGY**	5
FRENCH AS A FOREIGN LANGUAGE***	NCB*
Electives (possibility to choose 1) :	
DIGITALIZATION AND CORPORATE FINANCE	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5

SPRING SEMESTER

Course title	Credits
LIVE SOCIAL EXPERIENCE	5
INNOVATIVE SOCIAL EXPERIENCE	NCB*
EVENT MANAGEMENT AS A COMPLEX PROJECT	5
EVENT SUSTAINABILITY	NCB*
ADVANCED PROFICIENCY IN EVENT MANAGEMENT	NCB*
EXPERIENCE & EVENT PERFORMANCE	5
WORK EXPERIENCE - INTERNSHIP (6 months after the exam period)	5
CAREER PATH	1
DISSERTATION**	10
FRENCH AS A FOREIGN LANGUAGE***	NCB*
Electives (possibility to choose up to 2):	
BUSINESS MODELS AND PERFORMANCE	5
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

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French for False Beginners (**A1 CECR**)

French for Intermediate Learners (**A2/BI CECR**)

French for Advanced Learners (**B2/CI CECR**)

**Course open for dual-degree students only

*NCB : Non Credit Bearing

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PARIS CAMPUS

FALL SEMESTER

Course title	Credits
CONSULTING SKILLS	5
SUSTAINABILITY AS A BUSINESS	5
IMPACT INVESTING AND SOCIAL ENTREPRENEURSHIP	5
CORPORATE GOVERNANCE AND BUSINESS ETHICS	5
GLOBAL STRATEGY & SUSTAINABLE SUPPLY CHAINS	5
RESEARCH METHODOLOGY **	5
LEARNING EXPEDITION 1	NCB*
CAREER PATH	1
FRENCH AS A FOREIGN LANGUAGE***	NCB*
Electives (possibility to choose 1) :	
DIGITALIZATION AND CORPORATE FINANCE	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5

SPRING SEMESTER

Course title	Credits
TECHNOLOGICAL INNOVATION AND SUSTAINABILITY	5
RESPONSIBLE LEADERSHIP	5
BUSINESS ANALYTICS FOR SUSTAINABILITY	5
CREATIVITY AND SOCIAL INNOVATION	NCB*
LEARNING EXPEDITION 2	NCB*
AGILE PROJECT MANAGEMENT	NCB*
CAREER PATH	1
DISSERTATION**	10
INTERNSHIP (6 months after the exam period)	5
FRENCH AS A FOREIGN LANGUAGE***	NCB*
Electives (possibility to choose up to 2) :	
BUSINESS MODELS AND PERFORMANCE	5
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

GPA of 3.2 on a 4.0 scale is required to access this specialization.

***FRENCH AS A FOREIGN LANGUAGE is a distance learning course : Please indicate your level of language in your learning agreement among the 4 below :

French for Beginners (never learnt French before)

French for False Beginners (**A1 CECR**)

French for Intermediate Learners (**A2/BI CECR**)

French for Advanced Learners (**B2/CI CECR**)

**Course open for dual-degree students only

*NCB : Non Credit Bearing

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CAEN CAMPUS

FALL SEMESTER

Course title	Credits
ANAYSE FINANCIERE	5
POLITIQUES ECONOMIQUES	5
MARKETING DES SERVICES	5
INTRODUCTION A LA FISCALITE	5
TECH FOR BUSINESS Gestion des données et Cybersécurité	5
PROJET CITOYEN/ ASSOCIATION	NCB*
ANGLAIS	NCB*
ANGLAIS RENFORCE	NCB*

Electives (possibility to choose 1) :

CONTROVERSES EN ETHIQUE DES AFFAIRES	5
TRAVAILLER DANS DES EQUIPES MULTICULTURELLES	5
HISTOIRE DES FAITS SOCIAUX	5

SPRING SEMESTER

Course title	Credits
DROIT DES CONTRATS ET DU TRAVAIL	5
SOCIOLOGIE ET THEORIES DES ORGANISATIONS	5
STATISTIQUES 2	5
COMMERCE INTERNATIONAL	5
TECH FOR BUSINESS Introduction au webmarketing	5
PROJET CITOYEN / ASSOCIATION	NCB*
ANGLAIS	NCB*
ANGLAIS RENFORCE	NCB*
STAGE** (4 weeks from mid-April to end of August)	NCB*

Electives (possibility to choose 1) :

INITIATION A LA CONDUITE DU CHANGEMENT	5
INNOVATION DANS L'UNION EUROPEENNE	5
MARKETING AGROALIMENTAIRE	5



CAEN CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
STATISTIQUES ET MATHÉMATIQUES FINANCIÈRE	5	ECONOMIE APPLIQUÉE ET ALTERNATIVE	5
DÉMARCHE MARKETING	5	COMPORTEMENT ORGANISATIONNEL ET MANAGEMENT	5
ANALYSE FINANCIÈRE	5	COMPORTEMENT DU CONSOMMATEUR	5
DROIT DU TRAVAIL ET DES CONTRATS	5	STRATÉGIE	5
TECH FOR BUSINESS : LES FONDAMENTAUX	5	CONTRÔLE DE GESTION	5
GÉOPOLITIQUE	5	PARCOURS CARRIERE II	1
PARCOURS CARRIÈRES I	NCB*	ANGLAIS	NCB*
ANGLAIS	NCB*	ANGLAIS RENFORCÉ	NCB*
ANGLAIS RENFORCÉ	NCB*	STAGE (8 to 12 weeks from mid-May to end of August)	3
		Electives ** (possibility to choose 1) :	5
		FINANCE, INVESTISSEMENT, TRÉSORERIE	
		TRANSFORMATION DIGITALE ET INDUSTRIE 4.0	5
		COMPRENDRE LE DÉRÈGLEMENT CLIMATIQUE ET AGIR POUR LA TRANSITION	5
		PROJET INTRAPRENEURIAL AGILE	5
		PENSÉES STRATÉGIQUES COMPARÉES	5
		LES FONDAMENTAUX DU COMMERCE INTERNATIONAL	5
		Electives** (possibility to choose 1) :	5
		ANTHROPOLOGY	5
		LAW AND ECONOMICS	5

****Electives** : Students may choose one elective of each color.
They can not choose more than one blue elective

*NCB : Non Credit Bearing



LE HAVRE CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
METHODOLOGIE DE RECHERCHE	5	MEMOIRE (THESIS)***	10
DEMARCHE MARKETING	5	Business Game	5
ENTREPRENEURIAT	5	ANGLAIS	NCB*
SUPPLY CHAIN MANAGEMENT	5	STAGE (12 weeks minimum after the exam period)	5
MANAGEMENT DE LA QUALITE	5	<u>Concentration Option 1**:</u>	
LEADERSHIP ET MANAGEMENT DES EQUIPES	5	INDUSTRIE DES SERVICES: Marketing des Services	5
ANGLAIS	NCB*	INDUSTRIE DES SERVICES: Services du Tourisme et de l'Hôtellerie	5
PARCOURS CARRIERE	2	Option INDUSTRIE DES SERVICES: Financial and Gaming Services	5
		<u>Concentration Option 2**:</u>	
		BUSINESS DIGITALE: Applications en Marketing Digital	5
		BUSINESS DIGITALE: Droit de l'Internet et de la Cybersécurité	5
		BUSINESS DIGITALE: Operations de eCommerce	5
		<u>Concentration Option 3**:</u>	
		LOGISTIQUE: Transport Multimodal	5
		LOGISTIQUE: Logistique 4.0	5
		LOGISTIQUE: Management Portuaire	5

***Course open for dual-degree students only

*NCB : Non Credit Bearing

**Choose one concentration option, options cannot be mixed.

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PARIS CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
ANAYSE FINANCIERE	5	DROIT DES CONTRATS ET DU TRAVAIL	5
POLITIQUES ECONOMIQUES	5	SOCIOLOGIE ET THEORIES DES ORGANISATIONS	5
MARKETING DES SERVICES	5	STATISTIQUES 2	5
INTRODUCTION A LA FISCALITE	5	COMMERCE INTERNATIONAL	5
TECH FOR BUSINESS GESTION DES DONNÉES ET CYBERSÉCURITÉ	5	TECH FOR BUSINESS INTRODUCTION AU WEBMARKETING	5
PROJET CITOYEN	NCB*	PROJET CITOYEN	NCB*
ANGLAIS	NCB*	ANGLAIS	NCB*
ANGLAIS RENFORCE	NCB*	ANGLAIS RENFORCE	NCB*
		STAGE** (4 weeks from mid-April to end of August)	NCB*
Electives (possibility to choose 1) :		Electives (possibility to choose 1) :	
HISTOIRE DES FAITS SOCIAUX	5	CONTROVERSES EN ETHIQUE DES AFFAIRES	5
TRAVAILLER DANS DES EQUIPES MULTICULTURELLES	5	MARKETING DU LUXE	5
PENSEE CRITIQUE ET COMMUNICATION MANAGERIALE	5	MARKETING SENSORIEL	5
INTRODUCTION A LA PSYCHOLOGIE	5		

*NCB : Non Credit Bearing

**STAGE: optional



PARIS CAMPUS

FALL SEMESTER

Course title	Credits
STATISTIQUES ET MATHÉMATIQUES FINANCIÈRE	5
DÉMARCHE MARKETING	5
ANALYSE FINANCIÈRE	5
DROIT DU TRAVAIL ET DES CONTRATS	5
TECH FOR BUSINESS : LES FONDAMENTAUX	5
GÉOPOLITIQUE	5
PARCOURS CARRIÈRES I	NCB*
ANGLAIS	NCB*
ANGLAIS RENFORCÉ	NCB*

SPRING SEMESTER

Course title	Credits
ECONOMIE APPLIQUÉE ET ALTERNATIVE	5
COMPORTEMENT ORGANISATIONNEL ET MANAGEMENT	5
COMPORTEMENT DU CONSOMMATEUR	5
STRATÉGIE	5
CONTRÔLE DE GESTION	5
PARCOURS CARRIERE II	1
ANGLAIS	NCB*
ANGLAIS RENFORCÉ	NCB*
STAGE (8 to 12 weeks from mid-May to end of August)	3

Electives (possibility to choose 1) :**

COMPRENDRE LE DÉRÈGLEMENT CLIMATIQUE ET AGIR POUR LA TRANSITION	5
OPEN INNOVATION, PROCESS ET AGILITE POUR MANAGER	5
LES FONDAMENTAUX DU COMMERCE INTERNATIONAL	5
ENTREPRISE ET SOCIÉTÉ, ANALYSE DES FAITS SOCIAUX	5
CRÉATIVITÉ APPLIQUÉE-CRÉATIVITÉ EN ENTREPRISE	5
PENSÉES STRATÉGIQUES COMPARÉES	5

(possibility to choose 1) :

FINANCE, INVESTISSEMENT, TRÉSORERIE	5
ENTERTAINMENT MARKETING	5

****Electives** : Students may choose one elective of each color. They may not choose more than one blue elective or more than one light orange elective

*NCB : Non Credit Bearing

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CAEN CAMPUS

FALL SEMESTER

SPRING SEMESTER

GRH POUR MANAGER	5
ELÉMENTS FINANCIERS DU BUSINESS PLA	5
INNOVATION & INTELLIGENCE ÉCONOMIQUE	5
CULTURE DIGITALE	NCB*
ANGLAIS	NCB*
ANGLAIS RENFORCÉ	NCB*

NO COURSES OFFERED

Expertise Option 1**:

MARKETING: BRAND MANAGEMENT	5
MARKETING: BRAND DEVELOPMENT	5
MARKETING: BUSINESS GAME MARKETING	5

Expertise Option 2**:

FINANCE: COMPATIBILITÉ MULTI-NORMES ET FISCALITÉ	5
FINANCE: GESTION FINANCIÈRE	5
FINANCE: BUSINESS GAME FINANCE	5

Expertise Option 3**:

ENTREPRENEURIAT: BUSINESS MODELS	5
ENTREPRENEURIAT: MANAGEMENT DE L'INNOVATION	5
ENTREPRENEURIAT: BUSINESS GAME ENTREPRENEURIAT	5

*NCB : Non Credit Bearing

**Choose one expertise option, options cannot be mixed.



LE HAVRE CAMPUS

FALL SEMESTER

Course title	Credit
GRH POUR MANAGER	5
ÉLÉMENTS FINANCIERS DU BUSINESS PLAN	5
INNOVATION & INTELLIGENCE ÉCONOMIQUE	5
CULTURE DIGITALE	NCB*
ANGLAIS	NCB*
ANGLAIS RENFORCÉ	NCB*

SPRING SEMESTER

Course title	Credits
STRATÉGIE INTERNATIONALE	5
COMPRENDRE LE DÉRÈGLEMENT CLIMATIQUE ET AGIR POUR LA TRANSITION	5
MANAGEMENT INTERCULTUREL	5
EXCEL VBA	5
ANGLAIS INTENSIF	10

*Expertise Option**:*

MARKETING: BRAND MANAGEMENT	5
MARKETING: BRAND DEVELOPMENT	5
MARKETING: BUSINESS GAME MARKETING	5

*Expertise Option**:*

FINANCE: COMPATIBILITÉ MULTI-NORMES ET FISCALITÉ	5
FINANCE: GESTION FINANCIÈRE	5
FINANCE: BUSINESS GAME FINANCE	5

*Expertise Option**:*

LOGISTIQUE: COMMERCE INTERNATIONAL, LOGISTIQUE ET ACHATS	5
LOGISTIQUE: SUPPLY CHAIN MANAGEMENT	5
LOGISTIQUE: BUSINESS GAME SUPPLY CHAIN	5

**NCB : Non Credit Bearing*

***Choose one expertise option, options cannot be mixed.*



LE HAVRE CAMPUS

FALL SEMESTER

SPRING SEMESTER

GRH POUR MANAGER	5
ÉLÉMENTS FINANCIERS DU BUSINESS PLAN	5
INNOVATION & INTELLIGENCE ÉCONOMIQUE	5
CULTURE DIGITALE	NCB*
ANGLAIS	NCB*
ANGLAIS RENFORCÉ	NCB*

NO COURSES OFFERED

Expertise Option 1**:

MARKETING: BRAND MANAGEMENT	5
MARKETING: BRAND DEVELOPMENT	5
MARKETING: BUSINESS GAME MARKETING	5

Option 2**:

FINANCE: COMPATIBILITÉ MULTI-NORMES ET FISCALITÉ	5
FINANCE: GESTION FINANCIÈRE	5
FINANCE: BUSINESS GAME FINANCE	5

Option 3**:

LOGISTIQUE: COMMERCE INTERNATIONAL, LOGISTIQUE ET ACHATS	5
LOGISTIQUE: SUPPLY CHAIN MANAGEMENT	5
LOGISTIQUE: BUSINESS GAME SUPPLY CHAIN	5

**NCB : Non Credit Bearing*

***Choose one expertise option, options cannot be mixed.*



LE HAVRE CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
MANAGER LES GROUPES ET LES ENJEUX ECONOMIQUES	5	FINANCE 1- GERER LES FINANCES DES GROUPES	5
MANAGER ET CONTROLER	5	FINANCE 2- MAITRISER LES NORMES ET LES INVESTISSEMENTS	5
MANAGER LES SYSTEMES D'INFORMATION	5	FINANCE 3- GERER LA VALEUR ET L'INGENIERIE FINANCIERE	5
AUDITER	5	FINANCE 4- EVALUER L'ENTREPRISE	5
CHALLENGE BUSINESS PLAN	5	GERER LES AUDITS DE SPECIALITE : IT et RSE	5
PARCOURS CARRIERE	NCB*	STAGE (2 periods possible : Dec 2023 to May 2024 & Mid-July to Dec 2024)	9
MÉTHODOLOGIE DE RECHERCHE **	5	PARCOURS CARRIERE	1
Electives (possibility to choose 1) :		MÉMOIRE **	10
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	Electives (possibility to choose up to 2) :	
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	CRITICAL ISSUES IN MANAGEMENT	5
		LEADING IN MULTICULTURAL ENVIRONMENTS	5
		DIGITAL DISRUPTION AND INDUSTRY 4.0	5

Exchange students can only apply for a fall semester or full-year exchange.



MASTER IN MANAGEMENT – GRADUATE YEAR 5

STRATEGIE MARKETING ET DEVELOPPEMENT COMMERCIAL



LE HAVRE CAMPUS

FALL SEMESTER

Course title	Credits
SAVOIR MANAGER 1 (MANAGEMENT, LEADERSHIP ET COMMUNICATION)	5
LE SAVOIR FAIRE DU MARKETING DIGITAL	5
OFFRE ET NÉGOCIATION	5
DE LA STRATÉGIE MARKETING À L'EXPÉRIENCE CLIENT	5
MÉTHODOLOGIE DE RECHERCHE**	5
MISSION LONGUE (<i>Corporate Mission</i>)	5
PARCOURS CARRIÈRE	NCB*
Electives (possibility to choose 1) :	
DIGITALIZATION AND CORPORATE FINANCE	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5

SPRING SEMESTER

Course title	Credits
SAVOIR MANAGER 2 (BUSINESS MANAGEMENT GESTION AGILE ET GESTION D'EQUIPE)	5
STRATÉGIE COMMERCIALE	5
MARQUE ET COMMUNICATION	5
GESTION CLIENT	5
MARKETING ET INNOVATION	5
MÉMOIRE**	10
PARCOURS CARRIÈRE S2	1
CHALLENGE DFC	NCB*
STAGE (<i>6 months after the exam period</i>)	9
Electives (possibility to choose up to 2) :	
BUSINESS MODELS AND PERFORMANCE	5
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

**Course open for dual-degree students only

*NCB : Non Credit Bearing



PARIS CAMPUS

FALL SEMESTER

Course title	Credits
CRÉER SON PROJET	5
CONSTRUIRE SA STRUCTURE	5
SE FAIRE CONNAÎTRE DES CLIENTS	5
DEMAIN : SOLIDAIRE, VERT ET LOCAL	5
ENTREPRENEURIAL MISSION : MARKETING SURVEY APPLY TO DIGITAL	5
PARCOURS CARRIÈRE	NCB*
MÉTHODOLOGIE DE LA RECHERCHE**	5
Electives (possibility to choose 1) :	
DIGITALIZATION AND CORPORATE FINANCE	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5

SPRING SEMESTER

Course title	Credits
LEVER DES FONDS	5
DIGITECH	5
DIRIGER SON ORGANISATION, SES ÉQUIPES ET SES PROJETS GROWTH HACKING : GROW, GET BIGGER, GLOBAL	5
PITCHER ET DESIGNER	5
CHALLENGE LEVÉE DE FONDS	NCB*
PARCOURS CARRIÈRE	1
MÉMOIRE**	10
STAGE (6 months after the exam period)	9
Electives (possibility to choose up to 2) :	
BUSINESS MODELS AND PERFORMANCE	5
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

**Course open for dual-degree students only

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PARIS CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
GRH & MANAGEMENT HUMAIN	5	RECRUTEMENT & GRH RESPONSABLE	5
DROIT DU TRAVAIL	5	PILOTAGE DIGITAL DES RH	5
FORMATION & GESTION DES COMPETENCES	5	STRATEGIE DE REMUNERATION (Contrôle de Gestion RH)	5
DEVELOPPEMENT DES COMPÉTENCES	5	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	5
METHODOLOGIE DE LA RECHERCHE**	5	L'ART DE LA GRH	5
MISSION S1 (<i>Corporate Mission</i>)	5	PARCOURS CARRIERES	1
PARCOURS CARRIÈRE	NCB*	MÉMOIRE**	10
Electives (possibility to choose 1) :		MISSION S2 (<i>Corporate Mission</i>)	NCB*
DIGITALIZATION AND CORPORATE FINANCE	5	STAGE (<i>6 months after the exam period</i>)	9
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	Electives (possibility to choose up to 2):	
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	BUSINESS MODELS AND PERFORMANCE	5
		CRITICAL ISSUES IN MANAGEMENT	5
		LEADING IN MULTICULTURAL ENVIRONMENTS	5
		DIGITAL DISRUPTION AND INDUSTRY 4.0	5

Please note that study schedule is one or two weeks of classes per month.

**Course open for dual-degree students only

*NCB : Non Credit Bearing