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# Course Catalogue

## *Incoming Students*

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Founded in 1974, Paris School of Business is a European elitist Grande Ecole management school that combines academic excellence, international awareness, and professional experiences.

Cited as one of the top post-baccalaureate schools in France, its Grande École Program offers a 5-year course leading to an official Master level degree which is also internationally accredited by AMBA as of October 2014, AACSB as of February 2020 and most recently EQUIS in December 2025

## English - Fall 2026



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## COURSE SELECTION RULES AND ACADEMIC CALENDAR

International students enrolled as Study Abroad or Exchange students can select English-taught courses from two different programs:

- **Global Immersion Program (GIP) – Undergraduate**

Students can select between 6 and 30 ECTS per semester within one single track (1 course minimum and 5 maximum).

- **Master in Management Program (MIM) – Postgraduate**

Students can select between 5 and 30 ECTS per semester within one single track (1 course minimum and 6 maximum).

**Please take into account that courses from MIM and GIP cannot be mixed and it is not possible to mix English/French programs.**

Allocation to track and courses will be done based on student completion of prerequisites and availabilities.

Starting and ending dates will vary according to the track:

| Track                    | Courses            | Add & Drop Period | Exam Period        | Break Time              | Resit Exam Period*  |
|--------------------------|--------------------|-------------------|--------------------|-------------------------|---------------------|
| Global Immersion Program | Sept. 21, 2026     | Sept. 28, 2026    | Dec. 14, 2026      | Nov. 2, 2026            | Mar. 1, 2027        |
|                          | -<br>Dec. 11, 2026 | -<br>Oct. 2, 2026 | -<br>Dec. 18, 2026 | -<br>Nov. 8, 2026       | -<br>Mar. 5, 2027   |
| MIM – Year 4             | Sept. 21, 2026     |                   | Dec. 14, 2026      | Nov. 9 – Nov. 14, 2026  | Aug. 30, 2027       |
|                          | -<br>Dec. 10, 2026 |                   | -<br>Dec. 18, 2026 | Nov. 23 – Nov. 27, 2026 | -<br>Sept. 10, 2027 |

**A mandatory Orientation Day will be held for all students on September 17<sup>th</sup>.**

**\*Resit exams for the Master in Management Program will be held on campus. No online resit will be organized.**



## GLOBAL IMMERSION PROGRAM COURSE LIST – ONLY UNDERGRADUATE

The Global Immersion Program is the ideal way to become familiar with the world of business, while making the most of life in Paris!

The program allows you to specialize your study abroad semester in Management, Luxury or International Business; with the option to complete a Certificate of Business as mentioned on page 6 or remain global by undertaking between 6 and 30 ECTS per semester.

### SECOND/THIRD YEAR (UNDERGRADUATE LEVEL)

This track takes place from **September 17<sup>th</sup> to December 18<sup>th</sup>, 2026** (Orientation Day and exams included).

| Course Code | Track  | Module                              | ECTS |
|-------------|--------|-------------------------------------|------|
| S4MKG001    | PSB SA | Luxury Brand Management             | 6    |
| S4MKG002    | PSB SA | Luxury Retail                       | 6    |
| S4MKG003    | PSB SA | Marketing applied to Luxury         | 6    |
| S4SOM001    | PSB SA | Management of Change and Innovation | 6    |
| S4SOM006    | PSB SA | Principles of Operations Management | 6    |
| S4SOM064    | PSB SA | Business consulting                 | 6    |
| S4SOM004    | PSB SA | International Strategic Management  | 6    |
| S4SOM005    | PSB SA | Organizational Behavior             | 6    |
| S4COM062    | PSB SA | Intercultural Communication         | 6    |
| S4INT063    | PSB SA | Doing Business in Europe            | 6    |
| S4INT026    | PSB SA | International Business              | 6    |
| S4MKG015    | PSB SA | International Marketing             | 6    |
| S4FIN002    | PSB SA | Corporate Finance                   | 6    |
| S4FIN003    | PSB SA | International Finance               | 6    |
| S4LNG001    | PSB SA | French Beginner                     | 6    |

Courses will take place from Monday to Friday. Please note that although each course has a fixed time slot, sessions may not be held every single week. All contact hours are delivered as planned in the syllabi.

No courses will be scheduled during the Add & Drop week.



## CERTIFICATE OF BUSINESS

You will find hereafter a list of the three different Certificate of Business from Paris School of Business and the courses you need to complete to get one. You need to undertake and pass the mentioned three courses, as well as undertaking and passing two additional courses from the PSB Global Immersion Program.

- **CERTIFICATE IN LUXURY**

Students undertaking and passing the three following core courses and two additional courses from the PSB GIP track can get the PSB Certificate of Business in Luxury.

| Course Code | Track  | Module                      | ECTS |
|-------------|--------|-----------------------------|------|
| S4MKG001    | PSB SA | Luxury Brand Management     | 6    |
| S4MKG002    | PSB SA | Luxury Retail               | 6    |
| S4MKG003    | PSB SA | Marketing applied to Luxury | 6    |

+ two other courses from the Global Immersion Program

- **CERTIFICATE IN MANAGEMENT**

Students undertaking and passing the three following core courses and two additional courses from the PSB GIP track can get the PSB Certificate of Business in Management.

| Course Code | Track  | Module                              | ECTS |
|-------------|--------|-------------------------------------|------|
| S4SOM001    | PSB SA | Management of Change and Innovation | 6    |
| S4SOM006    | PSB SA | Principles of Operations Management | 6    |
| S4SOM004    | PSB SA | International Strategic Management  | 6    |

+ two other courses from the Global Immersion Program

- **CERTIFICATE IN INTERNATIONAL BUSINESS**

Students undertaking and passing the three following core courses and two additional courses from the PSB GIP track can get the PSB Certificate of Business in International Business.

| Course Code | Track  | Module                  | ECTS |
|-------------|--------|-------------------------|------|
| S4FIN003    | PSB SA | International Finance   | 6    |
| S4MKG015    | PSB SA | International Marketing | 6    |
| S4INT026    | PSB SA | International Business  | 6    |

+ two other courses from the Global Immersion Program



## MASTER IN MANAGEMENT COURSE LIST – ONLY POSTGRADUATE

Paris School of Business' 5-year Master in Management Program consists of three years of undergraduate level studies and two years of postgraduate level studies. International students wishing to enroll in an English-taught program can select courses from the fourth year and undertake from 5 to 30 ECTS per semester (1 course minimum and 6 maximum).

### FOURTH YEAR (POSTGRADUATE LEVEL)

Please note that classes from this track will not have a fixed schedule and classes' time slots are likely to change from one week to another.

This track takes place from **September 17<sup>th</sup> to December 18<sup>th</sup>, 2026** (Orientation Day and exams included).

| Course Code | Track         | Module   | ECTS |
|-------------|---------------|--|------|
| P4SOM008    | PSB MIM M1 IT | Strategy & International Development           | 5    |
| P4ECO013    | PSB MIM M1 IT | Contemporary Economic Challenges               | 5    |
| P4SOM148    | PSB MIM M1 IT | Management & Leadership                        | 5    |
| P4FIN002    | PSB MIM M1 IT | Finance For Managers                           | 5    |
| TBC         | PSB MIM M1 IT | Marketing Management: Integrated Communication | 5    |
| TBC         | PSB MIM M1 IT | Business Law                                   | 5    |

Courses will take place from Wednesday to Saturday. Students from the Master in Management – Year 4 track can expect to not have any courses on Monday and Tuesdays (except for the first week of instruction).



# **GLOBAL IMMERSION PROGRAM (GIP)**

## *Undergraduate*



# LUXURY BRAND MANAGEMENT

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4MKG001   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This module employs a comprehensive approach to examining luxury brand distribution and business models with respect to leading groups such as LVMH, Kering, and others. An introduction to international development strategies in the luxury business sector is provided.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Debate firm strategies with respect to cultural backgrounds
- Propose operational solutions to company problems

During this module, which is divided into two parts, students will develop the following additional competencies:

### Part 1: The luxury market and its actors

The course aims to explore the Luxury Fashion Business, including key luxury markets, by itself and specifically considering consumer behavior and related emerging trends. Students will develop critical insights into the complexities of the luxury markets and the preferences of affluent consumers.

### Part 2: Luxury best practices

The purpose of the course is to offer students comprehensive knowledge about the fundamentals in luxury, and to foster students' creative and critical thinking capacities to work for a luxury brand. At the end of the class, students be able to:

- Apply special codes and practices to manage different product lines in brand portfolio
- Adapt to new market tendencies, while remaining faithful to its identity
- Cater to desires of new generation of consumers
- Explore creativity through cross-boundary collaborations

## LEARNING RESOURCES:

Kapferer, J.-N. (2025). The luxury strategy: Break the rules of marketing to build luxury brands. Kogan Page.

Lowe, A. (2023). Fashion brand management: Plan, scale and market a successful fashion business. Kogan Page.

Solomon, Michael R. & Mrad, M. (2022). Fashion & luxury marketing. Sage.



# LUXURY RETAIL

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4MKG002   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This course is an introduction to luxury retail. After identifying the key elements of the luxury market, the course will highlight the evolution from the point-of-sale to the current revolutions in luxury customer experience through ambient technologies and a focus on changing consumer demand. It seeks to boost students' creative capacities and underline the importance of the customer relationship management.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Present a comprehensive overview of the Global Luxury Retail Markets with a focus on French luxury market.
- Understand the main challenges of luxury retail.
- Analyze and diagnose different types of retail concepts.
- Identify the last strategic distribution trends for the luxury retail markets.

## LEARNING RESOURCES:

Kapferer, J.-N. & Bastien, V. (2023) The new luxury strategy: Beyond digital transformation. Kogan Page.

Okonkwo, U. (2024). Luxury fashion branding in the age of AI & sustainability. Springer.

Dubois, B., & Paternault, C. (2018). Luxury brand management: A European perspective. *Journal of Luxury Brand Management*, 22(2), 90–105.

D'Arpizio, C., Levato, F., Steiner, A., & de Montgolfier, J. (2024). *Luxury in transition: Securing future growth* [Bain & Company luxury report, 2024 ed.]. Bain & Company.



# MARKETING APPLIED TO LUXURY

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4MKG003   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

After an introduction to the luxury sector and its key concepts, this course will cover the traditional approach to marketing in order to compare it to the marketing approach applied within the luxury sector. This course is divided into three main sections:

1. Market analysis
2. Strategic marketing
3. Operational marketing

During each session, student groups will be given time in class to work on their project, so that they can immediately apply what they have learnt in class and get guidance from the teacher if necessary.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be* familiar with luxury codes (specificities) and communication, and proficient in outlining and emphasizing the ways in which luxury marketing is different from the 'classic' marketing used in mass market contexts. They should be able to:

1. Explain the differences between business-as-usual scenario and what is specific in the marketing of luxury brand.
2. Describe luxury clients and identify their needs.
3. Analyze and diagnose a luxury company on its market.
4. Make managerial recommendations.

## LEARNING RESOURCES:

CapGemini. (2021). World wealth report. <https://worldwealthreport.com/resources/world-wealth-report-2021/>  
DePino, F. (March 1, 2024). Target audience for luxury brands: Engaging elite consumers. Mediaboom. Target audience for luxury brands. <https://mediaboom.com/news/target-audience-for-luxury-brands/>

Danziger, P. N. (March 14, 2022). Forget quality and sustainability: high price drives consumer demand for luxury brands. Forbes. <https://www.forbes.com/sites/pamdanziger/2022/03/12/forget-quality-and-sustainability-high-price-drives-consumer-demand-for-luxury-brands/>

Diginamix. (n.d.). How luxury pricing psychology elevates brand perception. <https://www.diginamix.marketing/how-luxury-pricing-psychology-elevates-brand-perception>

Kapferer, J.-N. (2015). Kapferer on luxury: How luxury brands can grow yet remain rare. Kogan Page.

Gutiérrez-Ravé Villalon, P. (n.d.). 8 fundamental values that today's consumer seeks in luxury. Luxonomy. <https://luxonomy.net/8-fundamental-values-that-todays-consumer-seeks-in-luxury/>

Danziger, P. (October 13, 2016). 10 core values that make a brand luxury. BrandKnew. <https://www.brandknewmag.com/10-core-values-that-make-a-brand-luxury/>

D'Arpizio, C. & Levato, F. (2024). Long live luxury (?): Adjusting buoyancy in troubled waters [Presentation slides]. Altagama. [https://altagama.it/media/source/240618%20-%20Bain%20-%20Altagama%20-%20Spring%20Update%20ONSCREEN\\_1.pdf](https://altagama.it/media/source/240618%20-%20Bain%20-%20Altagama%20-%20Spring%20Update%20ONSCREEN_1.pdf)



# MANAGEMENT OF CHANGE AND INNOVATION

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4SOM001   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

The goal of this course is to investigate the key concepts of the management of innovation, with a focus on how AI is revolutionizing several industries and business fields. This course focuses on three aspects of management of innovation and creativity, innovation management and management of change.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Define the role of innovation and change in enterprise and national level economic performance
- Describe the technological, human, economic, organizational, social and other dimensions of innovation
- Demonstrate and better manage the effects of change on people and work systems
- Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology

## LEARNING RESOURCES:

Amabile, T., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *The Academy of Management Journal*, 39(5), 1154–1184.

Birkinshaw, J. & Gibson, C. (2004). Building ambidexterity into organization. *MIT Sloan Management Review*, 45(4), 47–55.

Birkinshaw, J., Bessant, J., & Delbridge, R. (2007). Finding, forming and performing: Creating networks for discontinuous innovation. *California Management Review*, 49(3), 67–84.

Chesbrough, H. W. & Garman, A. R. (December 2009). How open innovation can help you cope in Lean times. *Harvard Business Review*, 87(12), 70–79.

Cohendet, P., Grandadam, D., & Simon, L. (2010). The anatomy of the creative city. *Industry & Innovation*, 17(1), 91–111.

Kotter, J. P. (January 2007). Leading change: Why transformation efforts fail. *Harvard Business Review*, 85(1).

Langdon, P. (2002). The coming of the creative class. *Planning*, 68(7), 10–13.

Martin, R. L. (June 2011) The innovation catalysts. *Harvard Business Review*, 89(6), 2–7.



# PRINCIPLES OF OPERATIONS MANAGEMENT

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4SOM006   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This course is designed to provide an introduction to the fundamentals of operations management through a series of case studies. A strong emphasis is placed upon developing an understanding of the importance of operations management, with respect to both its supportive function and its role within a company.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Define key concepts in operations and supply chain management
- Recognize different types of business activities from an operations management perspective
- Analyze operational problems using the basic tools and concepts of operations management;
- Interpret basic contemporary operations and manufacturing organizational approaches and the supply-chain management activities

## LEARNING RESOURCES:

Monczka, R., Handfield, R., Giunipero, L.C., Patterson, J.L. & Waters, D. (2010), Purchasing and supply chain management (4th ed.). Cengage.

Webster, K. (2017). The circular economy: A wealth of flows (2nd ed.). Ellen MacArthur Foundation.

Gelderman, C. J. & Van Weele, A. J. (2002). Strategic direction through purchasing portfolio management: A case study, Journal of Supply Chain, 38(2), 30–37.

Kraljic, P., (1983). Purchasing must become supply management, Harvard Business Review, 61, 109–117.



# BUSINESS CONSULTING

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4SOM064   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This course intends to help students better understand their business environment, and to introduce the practice, and the problems that consultants face. The course will shed light on the complex roles that consultants and consulting firms play in enhancing the effectiveness of their clients. Through developing a clear understanding of international business consulting, this course will focus on strategy and management. It will equally explore the job of an international consultant and provide tools and frameworks to help future managers succeed in Business consulting.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Identify the key traits of the consulting business industry: its history, recent trends, and challenges.
- Study different models of business consulting and the steps needed to start a consulting business.
- Prepare a consulting proposal and learn how to construct an offer.
- Simulate and interpret the consulting activities of major consulting companies, applying the acquired skills to solve basic business problems.
- Illustrate the process of preparing and following client relationships.
- Explain the importance of ethics in the field of business consulting.

## LEARNING RESOURCES:

- Wickham, L. & Wilcock, J. (2016). Management consulting delivering an effective project. Pearson.
- Fombrun C.J. & Nevins, M. D. (2004). Advice business: The essential tools and models for management consulting. Pearson.
- Masters, K. (February 12, 2020). Amazon advertising drives higher returns for retail brands than Facebook or Google. <https://www.forbes.com/sites/kirimasters/2020/02/12/amazon-advertising-drives-higher-returns-for-brands-than-facebook-or-google/>
- Uncapped. (n.d.). Turbocharge your Amazon store sales with funding - why you need it and where to get it [Blog post]. Uncapped. <https://www.weareuncapped.com/gb/blog/turbocharge-your-amazon-store-sales>
- YouLend (2023). Embedded finance for e-commerce platforms: Launching financial services on your platform [Blog post]. <https://youlend.com/blog/embedded-finance-for-e-commerce-platforms-launching-financial-services-on-your-platform>
- Castaneda, M. (May 23, 2022). Ethics in the consulting industry [Blog post]. Audencia. <https://www.audencia.com/en/actualites/ethics-in-the-consulting-industry-a-new-wave-to-navigate>



- Ghosh, A. (November 12, 2025). Amazon seller statistics that will blow your mind in 2024 [Blog post]. SellerApp. <https://www.sellerapp.com/blog/amazon-seller-statistics/>
- Cline, R. (May 11, 2002). Amazon customer retention rate: Why increasing it matters for Amazon sellers [Blog post]. Nozzle. <https://www.nozzle.ai/insights/increasing-retention-rate-matters-amazon-sellers>
- Weinberg G. M. (1986). The secrets of consulting: A guide to giving and getting advice successfully. Dorset House.
- Weiss, A. (2021). Million dollars consulting (6th ed.). McGraw-Hill.



# INTERNATIONAL STRATEGIC MANAGEMENT

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4SOM004   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This module focuses on understanding how corporations and companies deal with challenges pertaining to globalization and 'de-globalization' contexts. The course is structured as a mix of lectures, video content, and case studies. A variety of case studies is used to explore both large companies and startups operating in different sectors, such as aeronautics, defence, cosmetics, the pharmaceutical industry, and the automotive industry, among others.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Describe the complexity related to the management of MNE and the challenges dealing with globalization: strategy, managerial practices, cultural perspectives
- Apply conceptual tools and frameworks to make relevant recommendations to international strategy

## LEARNING RESOURCES:

Theodoraki, C. & Catanzaro, A. (2022). Widening the borders of entrepreneurial ecosystem through the international lens. *Journal of Technology Transfer*, 47(2), 383–406. <https://doi.org/10.1007/s10961-021-09852-7>

Bartlett, C. A. & Ghoshal, S. (1988). Organizing for worldwide effectiveness: The transnational solution. *California Management Review*, 31(1), 54–74. <https://doi.org/10.2307/41166538>

Mérindol, V. & Versailles, D. W. (2020). Boundary spanners in the orchestration of resources: Global–local complementarities in action. *European Management Review*, 17(1). <https://doi.org/10.1111/emre.12321>

Voegtlin, C., Patzer, M., & Scherer, A. G. (2012). Responsible leadership in global business: A new approach to leadership and its multi-level outcomes. *Journal of Business Ethics*, 105(1), 1–16. <https://doi.org/10.1007/s10551-011-0952-4>



# ORGANIZATIONAL BEHAVIOR

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4SOM005   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This interdisciplinary course aims to provide future managers with knowledge and understanding of various organizations. By providing the fundamentals of management theory, economics, sociology and psychology, this course examines organizational processes and structures, individual behaviour, group behaviour and leadership strategies. It explores various factors that affect organizational decision making, such as organizational culture, motivation, group dynamics, personal traits, communication and company ethics. Through class discussions, examples and theory application to real cases and scenarios, students will embrace the complexity of organizational environments and will learn to consider multiple aspects and layers in organizational decision-making.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Identify and explain the factors influencing individual behavior, group dynamics, and organizational culture.
- Recognize the impact of one's individual decisions upon the team and workforce
- Compare and analyze the leadership styles
- Recognize and discuss potentially challenging psychological and emotional issues that can arise in the workplace.
- Apply ethical reasoning in analyzing organizational behavior dilemmas and scenarios.

## LEARNING RESOURCES:

Robbins, S. P. & Judge, T. A. (2018). Organizational behavior (18th ed.). Pearson Education.

King, D. & Lawley, S. (2022). Organizational behaviour (4th ed.). Oxford University Press.

Scandura, T. A. (2022). Essentials of organizational behavior (3rd ed.). SAGE Publications.



# INTERNATIONAL MARKETING

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4MKG015   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This module covers global marketing fundamentals, including segmentation, targeting, and positioning across borders; market entry and channel choices for consumer tech, with a focus on smartphones; brand and product portfolio decisions, along with pricing architectures and elasticity; promotion mix and budget allocation, incorporating digital metrics and learning loops; go-to-market and sales planning supported by distribution and retail partnerships; competitive analysis and scenario planning via CESIM Marketing in the smartphone industry; and a post-simulation debrief that links decisions to outcomes and extracts best practices.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Analyze international market environments and customer segments to build evidence-based marketing strategies.
- Provide an integrated marketing mix (product/brand, price, channel, promotion) for multi-country deployment.
- Implement iterative decisions in a marketing simulation thanks to an analysis of competitive and financial dashboards
- Interpret performance results (market share, contribution, CLV proxies) and translate them into managerial actions.

## LEARNING RESOURCES:

N/A



# CORPORATE FINANCE

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4FIN002   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

The module provides students with essential knowledge about corporate finance principles and tools. The course focuses on teaching students how to make decisions regarding capital budgeting and valuation and risk-return analysis and international finance. The module provides students with comprehensive knowledge about how corporate managers distribute financial resources and assess investment possibilities and manage risk versus return in both domestic and international markets. Finally, it integrates theoretical concepts with practical examples to develop students' ability to understand financial data and solve real-world problems and make business decisions.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Interpret corporate financial statements and assess financial performance.
- Apply time value of money principles in valuation and investment analysis.
- Analyze and evaluate bonds and stocks using appropriate models.
- Evaluate risk and return trade-offs and their role in corporate finance.
- Understand how financial decisions are affected by international factors such as exchange rates and cross-border investment.

## LEARNING RESOURCES:

Ross, S., Westerfield, R., & Bradford, J. (2023). Essentials of corporate finance (11th ed.). McGraw-Hill.



# INTERNATIONAL FINANCE

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | SAFIN003   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

The course is a study of the global financial environment from the point of view of the multinational enterprise. The course covers the global financial environment, foreign exchange theory and markets, foreign exchange exposure and the financing of the global firm. With the rapid globalization of the world economy, the managers of a firm have to understand that their decisions will be greatly influenced by variables such as exchange rate policies, trade policies, international accounting standards, etc. The goal of this course is to help students understand how the managers of a firm function in this increasingly uncertain environment. This course will focus on four main areas of international finance: (1) key economic theories, (2) financial instruments for risk management, (3) exchange risk management, and (4) international financing and investment issues.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Describe the economics of foreign trade and currency markets
- Determine and hedge transaction, operating and translation risk
- Explain debt and equity financing in a multinational context.

## LEARNING RESOURCES:

Bekaert, G. & Hodrick, R. (2018). International financial management (3rd ed.). Cambridge University Press.

Eiteman, D. K., Stonehill, A. I., & Moffet, M. H. (2021). Multinational business finance (15th ed., Global ed.). Pearson Education.

Hull, J. (2021). Options, futures, and other derivatives (11th ed., Global ed.). Pearson.

Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2022). International finance: Theory and policy (12th ed.). Pearson.

Bernoth, K., & Herwartz, H. (2021). Exchange rates, foreign currency exposure and sovereign risk. Journal of International Money and Finance, 117, 102454.

Brigham, E. F. & Ehrhardt, M. C. (2005). Financial management: Theory and practice (11th ed.). Southwestern Educational Publishing,

Bhidé, A. (2010). A call for judgment: Sensible finance for a dynamic economy. Oxford University Press

Frieden, J. (2016). The governance of international finance. Annual Review of Political Science, 19(1), 33-48.

Gokkaya, S., Liu, X., & Stulz, R. M. (2023). Do firms with specialized M&A staff make better acquisitions?. Journal of Financial Economics, 147(1), 75-105.



Kekre, R., & Lenel, M. (2024). The flight to safety and international risk sharing. *American Economic Review*, 114(6), 1650-1691.

Ilut, C., & Saijo, H. (2021). Learning, confidence, and business cycles. *Journal of Monetary Economics*, 117, 354-376.

Summers, L. H. (2000). International financial crises: causes, prevention, and cures. *American Economic Review*, 90(2), 1-16.



# INTERNATIONAL BUSINESS

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4INT026   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

In this course, students will engage in an interactive and cross-knowledge learning experience that leverages the diversity of countries represented in the classroom. Alongside focusing on internationalization, students will learn about the nature of International Business along with its recent trends and challenges, study the differences between domestic and international trade, and summarize the key challenges associated with conducting business across borders.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Distinguish between the different participants in international business
- Discuss the new challenges of International Investment.
- Prepare a solution to choice between the different strategies of entry of international investment
- Simulate and interpret some of international trade terms.
- Apply acquired skills for solving the risk of payment in international trade.
- Explain the importance of culture and ethics in the field of international business.

## LEARNING RESOURCES:

Wild, J. J. & Wild, K. L. (2023). International business: The challenges of globalization (10th ed., Global ed.). Pearson.

Cavusgil, T., Knight, G., & Riesenber, J. (2019). International business: The new realities (5th ed.). Pearson.

Hill, C. W. L. / Hult, G. T. M. (2023). International business: Competing in the global marketplace (14th ed.) McGraw-Hill Education.

Wild, J. J. & Wild, K. L. (2023). International business: The challenges of globalization (10th ed. Global ed.). Pearson.

Saylor Foundation. (2007). International business. [https://saylordotorg.github.io/text\\_international-business/](https://saylordotorg.github.io/text_international-business/)



# DOING BUSINESS IN EUROPE

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4INT063   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

In this module, students will engage with content centred around European business practices, particularly those of EU/EEA institutions and the single market, with attention given to policy levers that shape doing business. Country-level market scanning will be investigated with respect to demand, operating costs, and the regulatory context of doing business. Time will be spent examining the various entry modes: exporting, distribution, licensing, JV, acquisition, subsidiaries, alliances, marketplaces. Key aspects of operating in Europe, such as employment frameworks, work councils, collective agreements, and health and safety will be covered alongside intellectual property protections for life sciences and tech – patents, data and market exclusivity, and IP enforcement. The key functions of corporate incumbents (reading annual reports, detailing ownership structures, managing international footprints) will be explored alongside material focused on culture and collaboration: communication styles, prediction exercises, debriefing. The business impact of current events will be explored in a European context, with risk-opportunity mapping and managerial actions being evaluated in specific field cases like the Salon du Chocolat and Salon Made in France (MIF Expo), where channels, sourcing, labeling, and consumer trends are central themes. The content of this course will help students develop skills in evidence standards, citation discipline, and executive storytelling.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Diagnose the attractiveness of a European market using current macro, regulatory, and go-to-market indicators.
- Compare and justify market entry modes against business model needs, capital constraints, and risk–return trade-offs.
- Analyze labor law and employment conditions and evaluate IP protection regimes for research-driven firms.
- Synthesize news into business-relevant implications and near-term operating recommendations.
- Quote, normalize, and cite data from reputable European and global institutions.
- Provide concise professional briefings and collaborate effectively under time pressure.

## LEARNING RESOURCES:

N/A



# INTERCULTURAL COMMUNICATION

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4COM062   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

The course content focuses on the analysis of cultural differences at work through the works of three authors who have espoused theories of intercultural management. Through this content, students will gain insights into intercultural management in a business-specific context and learn about applying these insights within an international framework.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Adapt and optimize human resources in line with the company's context.
- Lead international networks and ensure the development of business centers or profit centers.
- Lead an international sales team.
- Develop a human resources policy and strategy.

## LEARNING RESOURCES:

Hofstede, G. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill Professional.

Hall, E. T. (1966). *The hidden dimension*. Doubleday.

Trompenaars, F., & Hampden-Turner, C. (2020). *Riding the waves of culture: Understanding diversity in global business* (4th ed.). John Murray Press.



# FRENCH FOR BEGINNERS

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | S4LNG001   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Undergraduate  |
| <b>Track</b>                   | Global Immersion Program   |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 6  |
| <b>Schedule</b>                | Total number of contact hours: 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This beginner-level French course introduces students to the fundamentals of French language and culture. It focuses on developing communication skills in real life situations such as greeting others, introducing oneself, talking about personal information, preferences, family, housing, daily routine and time. Students progressively build basic grammar, vocabulary and phonological awareness while developing listening, speaking, reading and writing skills. The core topics covered include:

Greetings and alphabet

Personal information (name, age, nationality, field or study, residence)

Verbs être and avoir, first-group verbs, and reflexive verbs

Definite articles, possessive adjectives, simple negation

Cities and countries, prepositions of place

Likes and dislikes, daily routine, time and date

Phonetics: alphabet, final consonants, nasal vowels, [e] spelling patterns

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Greet others and introduce themselves appropriately in French.
- Ask and answer simple personal questions (age, nationality, residence, studies).
- Express likes and dislikes using aimer, adorer, détester.
- Talk about where they live, their family and their daily routine.
- Use basic grammar structures (present tense, negation, reflexive verbs, possessive adjectives).
- Recognise and reproduce basic features of French pronunciation.

## LEARNING RESOURCES:

FLIPPIZZ. (n.d.). flippizz.com. Ch. 1 « Bienvenue » - Niveau A0

Royer Bahja, C. (2021). En route pour le FLE !. Editions Ellipses. Ch. 2, L. 2 : « Parler de sa routine ».

Alliance Française. (n.d.). CAVILAM [www.cavilam.com]. Dossier thématique « La famille ».



# **MASTER IN MANAGEMENT**

## **(MIM) – Year 4**

### *Postgraduate*



# STRATEGY & INTERNATIONAL DEVELOPMENT

|                         |  |
|-------------------------|--|
| Course Code             | P4SOM008   |
| Language of Instruction | English  |
| Level                   | Graduate   |
| Track                   | PSB MIM M1 IT  |
| Semester                | Fall Semester  |
| Number of ECTS          | 5  |
| Schedule                | Total of contact hours : 26.5  |
| Campus                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| Timetable & Room        | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

As the environment and businesses become more dynamic and complex, managers are required to formulate and implement strategies that take into account both the internal and external dimensions of the company within an increasingly turbulent international environment. The course first focuses on external and internal analysis and introduces scenario-based working methods to equip students with foresight skills. It then addresses strategic issues related to national and international business development, starting from market logics and the global management of the business portfolio.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Combine relevant strategic analysis tools to assess the situation of a global company in its competitive environment.
- Formulate strategic analyses: projection, strategy formulation, strategic orientation.
- Produce recommendations and discuss/evaluate corporate choices in a national and international environment (open economy, globalization).

## LEARNING RESOURCES:

J. Johnson, R. Whittington, P. Regnér, D. Angwin, G. Johnson, K. Scholes: Exploring Strategy, Text and Cases, 13th ed., Pearson, 2023.

### Recommended journals

- Professional references: The ECONOMIST, FINANCIAL TIMES, WALL STREET JOURNAL, and HARVARD BUSINESS REVIEW

- Academic references: Sloan Management Review and California Management Review



# CONTEMPORARY ECONOMIC CHALLENGES

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | P4ECO013   |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Graduate   |
| <b>Track</b>                   | PSB MIM M1 IT  |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 5  |
| <b>Schedule</b>                | Total of contact hours : 26.5  |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This course addresses the main changes that are taking place in the areas of inequality, technological innovation, monetary macroeconomics and environment. For each theme, we will analyse the risks and threats as well as the opportunities that these changes imply for companies and for the global economy. The course sessions will be a mix of lectures, case studies and discussions with students which offer an opportunity to dig deeper into specific issues.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Better understand the recent changes in four major current issues
- Identify the constraints that companies and economic growth support because of these changes
- Analyse the possible solutions to face these new constraints

## LEARNING RESOURCES:

Mishkin, F. (2022): The Economics of Money, Banking and Financial Markets – 13th Edition

Bernanke, S. B (2023): 21st Century Monetary Policy: The Federal Reserve from the Great Inflation to Covid-19

Poulson, B.W., Merrifield, J., and Hanke, S.H. (2022): Public Debt Sustainability: International Perspectives Americo, A., Johal, J., & Upper, C. (2023). The energy transition and its macroeconomic effects. BIS Papers No. 135, Bank for International Settlements.

BCBS (2021) : Climate-Related Risk Drivers and Their Transmission Channels – Basel Committee on Banking Supervision, April 2021.

BIS (2023) : Rising interest rates - implications for banking supervision – FSI Briefs No. 19, Bank for International Settlements.

Boneva, L., Ferrucci, G., & Mongelli, F. P. (2022). Climate change and central banks: what role for monetary policy?. *Climate Policy*, 22(6), 770-787.

Cavallino, P., Cornelli, G., Hördahl, P., & Zakrajsek, E. (2022). " Front-loading" monetary tightening: pros and cons – BIS Buletin No. 63, Bank for International Settlements.



- Chevallier, J., Goutte, S., Ji, Q., & Guesmi, K. (2021). Green finance and the restructuring of the oil-gas-coal business model under carbon asset stranding constraints. *Energy Policy*, 149, 112055.
- Coupey-Soubeyran, J. (2020). Le rôle de la politique monétaire dans la transition écologique: un tour d'horizon des différentes options de verdissement. Institut Veblen, 31.
- Dees, S. & Ouvrard, J.-F. (2022). Climate change and implications for the conduct of monetary policy. Banque de France Eco Notepad, Post n°265.
- EBA (2022) : Residential real estate exposures of Eu banks - risks and mitigants – Thematic Note, European Banking Authority.
- ECB (2022): Drivers of rising house prices and the risk of reversal – Financial Stability Review, May 2022.
- Guesmi, K., Saadi, S., Abid, I., & Fiti, Z. (2019). Portfolio diversification with virtual currency: Evidence from bitcoin. *International Review of Financial Analysis*, 63, 431-437.
- Igan, D., Kohlscheen, E., & Rungcharoenkitkul, P. (2022). Housing market risks in the wake of the pandemic. *BIS Bulletin No. 50*, Bank for International Settlements.
- Kempf, H. (2020). Verdir la politique monétaire. *Revue d'économie politique*, 130(3), 311-343.
- Lucotte, Y., & Pradines-Jobet, F. (2023). The inflation loop is not a myth. *Finance Research Letters*, 103970.
- Melki, M., & Pickering, A. (2022). Ideological polarization and government debt. *International tax and public finance*, 29(4), 811-833.
- Mzoughi, H., Urom, C., & Guesmi, K. (2022). Downside and upside risk spillovers between green finance and energy markets. *Finance Research Letters*, 47, 102612.
- Pisani-Ferry, J. (2021). Climate Policy Is Macroeconomic Policy, and the Implications Will Be Significant. Peterson Institute for International Economics Policy Brief 21-20, Washington, DC.
- Pisani-Ferry, J. (2022). The Missing Macroeconomics in Climate Action. In *Greening Europe's Post-Covid-19 Recovery*, edited by S. Tagliapietra, G. Wolff, and G. Zachman, Brussels: Bruegel.
- Philippas, D., Rjiba, H., Guesmi, K., & Goutte, S. (2019). Media attention and Bitcoin prices. *Finance Research Letters*, 30, 37-43.
- Pointner, W., & Ritzberger-Grünwald, D. (2019). Climate change as a risk to financial stability. *Financial Stability Report 38*, 30-45, Oesterreichische Nationalbank.
- Ravina, A. (2022). On Bond Returns in a Time of Climate Change. *The Energy Journal*, 43(1).
- Schoenmaker, D. (2021). Greening monetary policy. *Climate Policy*, 21(4), 581-592.
- Urom, C., Guesmi, K., Abid, I., & Dagher, L. (2021). Dynamic integration and transmission channels among interest rates and oil price shocks. *The Quarterly Review of Economics and Finance*.
- Valderrama, L., Gorse, P., Marinkov, M., & Topalova, P. B. (2023). European Housing Markets at a Turning Point–Risks, Household and Bank Vulnerabilities, and Policy Options – Working Paper No. 2023/076, International Monetary Fund.



# MANAGEMENT & LEADERSHIP

|                         |  |
|-------------------------|--|
| Course Code             | P4SOM148   |
| Language of Instruction | English  |
| Level                   | Graduate   |
| Track                   | PSB MIM M1 IT  |
| Semester                | Fall Semester  |
| Number of ECTS          | 5  |
| Schedule                | Total of contact hours : 26.5  |
| Campus                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| Timetable & Room        | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

Against a backdrop of profound corporate transformation (telework, hybrid organizations, etc.) and its attendant questioning (ethical and sustainable development issues, etc.), this course aims to provide all Master 1 students with the fundamentals of management, through a reflexive and critical approach to corporate operations and management. The aim is to deepen our understanding of individuals and groups behaviors within organizations, as well as the challenges met by companies in their economic and social environment, to ultimately draw lessons for managerial action. For students with other educational backgrounds, the main goal is to acquire and master analytical frameworks to understand the dynamics of organizations and their environment.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Acquire knowledge on how to perform an “organizational diagnosis” relative to specific aspects of a company’s behavior
- Master the tools to understand and manage contemporary organizational change
- Unite and lead internal and external actors in terms of governance, with a concern for ethics and social responsibility
- Conduct a reflexive analysis of their professional practice by analyzing complex situations while respecting the principles of ethics, deontology and environmental responsibility.

## LEARNING RESOURCES:

Robbins, S. P., & Judge, T. A. (2023). *Organizational Behavior*. 19th Edition (Global Edition). Harlow, UK: Pearson.  
Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179-211.

Anand, N., & Daft, R. L. (2007). What is the right organization design?. *Organizational dynamics*, 36(4), 329-344.

Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological inquiry*, 11(4), 227-268.

Fleming, P., & Spicer, A. (2014). Power in management and organization science. *Academy of management annals*, 8(1), 237-298.

French, J. R., Raven, B., & Cartwright, D. (1959). The bases of social power. *Classics of organization theory*, 7(311-320), 1.

Getz, I. (2009). Liberating leadership: how the initiative-freeing radical organizational form has been successfully adopted. *California management review*, 51(4), 32-58.



- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, 2(1), 2307-0919.
- Johnson, C., Dowd, T. J., & Ridgeway, C. L. (2006). Legitimacy as a social process. *Annual review of sociology*, 32, 53-78.
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# FINANCE FOR MANAGERS

|                         |  |
|-------------------------|--|
| Course Code             | P4FIN002   |
| Language of Instruction | English  |
| Level                   | Graduate   |
| Track                   | PSB MIM M1 IT  |
| Semester                | Fall Semester  |
| Number of ECTS          | 5  |
| Schedule                | Total of contact hours: 26.5   |
| Campus                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| Timetable & Room        | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

The course addresses the criteria used by the company to define its investment and financing policy. In addition, this course addresses the question of cash management forecasts through the study of the financing plan. The financial diagnosis of the company is also studied through the construction of the functional balance sheet and the study of the major balances but also through the Bloomberg financial Analysis Report, group work in Finance Lab, whose objective is to allow students to understand the company's financial fundamentals while using the Bloomberg terminal, widely used by finance professionals, as the main source of information.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Select investment choices
- Determine the most relevant financing policy for the company
- Analyze the financial structure of the company through the study of the balance of its balance sheet
- Formulate the corrective elements to be made in order to improve the financial structure of the company
- Collect and analyze financial analysis data through the use of a professional tool: the Bloomberg terminal

## LEARNING RESOURCES:

VERNIMMEN et al. (2014), Corporate Finance, Theory and practice, 4th edition, Wiley, 2014 (available on Cyberlibris)  
BREALEY, MYERS, ALLEN, EDMANS (2023), Principles of Corporate Finance, 14th edition, McGraw Hill.



# MARKETING MANAGEMENT: INTEGRATED COMMUNICATION

|                         |  |
|-------------------------|--|
| Course Code             | TBC  |
| Language of Instruction | English  |
| Level                   | Graduate   |
| Track                   | PSB MIM M1 IT  |
| Semester                | Fall Semester  |
| Number of ECTS          | 5  |
| Schedule                | Total of contact hours: 26.5   |
| Campus                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| Timetable & Room        | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This course aims to further advance the student's' knowledge in the area of marketing management: integrated communication by examining and elaborating on the basic tools and concepts needed to develop an effective promotional communication strategy encompassing all of its relevant components. The course content is primarily conveyed through lectures, in-class discussions and collaborative exercises, as well as oral presentations of relevant subjects. Moreover, a final video project explicating a successful marketing management: integrated communication plan will be presented. Finally, an elaborated virtual reality (VR) experience will complement knowledge on the subject thus, enhancing the course's link with actual business trends happening in the market.

The objective of this module is to enable students to analyze, synthesize and evaluate the essential theories and current trends in marketing management: integrated communication. More thoroughly, this course will define and investigate the nature and importance of integrated marketing communications as well as the individual purpose and particularities of its component tools namely, advertising, direct marketing, digital and social media marketing, sales promotion, personal selling, and public relations. Through in-class lectures, case studies, in-class exercises, a video project, and a VR experience, students will delve into relevant concepts which they can apply in their future business career.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Elaborate on the concept of marketing management: integrated communication and how it links to the marketing and consumer psychology domains
- Distinguish and investigate the relevant market trends and factors of importance for its application
- Document the key consumer insights and address consumers' needs and wants via the integrated marketing communications
- Propose and develop the content and tools of integrated marketing communications' components such as those of advertising, digital and social media marketing, direct marketing, personal selling, sales promotion, and public relations
- Specify a media strategy to communicate the company's message
- Evaluate the marketing management: integrated communication plan
- Consider and criticize per the ethical issues raised within the course content context



So that the foregoing outcomes are secured, the student's experience will be complemented by also joining in a marketing management: integrated communication virtual reality (VR) experience. More precisely, such an experience will be used to augment knowledge acquired over at least one component of the integrated marketing communications mix (i.e., personal selling and sales pitch), however, it will also build overall, on the synthesized learnings germane to all the elements comprising the abovementioned mix.

## LEARNING RESOURCES:

Clow, K., & Baack, D.E. (2022). *Integrated advertising, promotion, and marketing communications - global edition* (9th Ed.). Harley, UK: Pearson.

-Andrews, J.C., & Shimp, T.A. (2018). *Advertising, promotion, and other aspects of integrated marketing communications* (10th Ed.). Boston, MA: Cengage.

- Belch, G.E., & Belch, M.A. (2023). *Advertising and promotion: An integrated marketing communications perspective* (13th Ed.). New York, NY: McGraw-Hill.

- Iacobucci, D. (2022). *Marketing Management* (6th ed.). Boston, MA: Cengage.

- Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2024). *Consumer behavior* (8th Ed.). Boston, MA: Cengage.

-Kapferer, J.N. (2012). *The new strategic brand management: Advanced insights and strategic thinking* (5th Ed.). London, UK: Kogan

-Kotler P., Armstrong G., & Balasubramanian, S. (2023). *Principles of marketing - global edition* (19th Ed.). Essex, UK: Pearson.

-Moriarty, S., Mitchell, N., Wood, C., & Wells, W. (2019). *Advertising and IMC principles and practice* (11th Ed.). New York, NY: Pearson

- Percy, L. (2023). *Strategic integrated marketing communications* (4th Ed.). Oxon, UK: Routledge

- Perreault W. D. Jr., Canon J. P., & Mc Carthy J. E. (2024). *Essentials of marketing - A marketing strategy planning approach* (18th edition). New York: McGraw-Hill.

- Pickton, D., & Broderick, A. (2015). *Integrated marketing communications* (3rd Ed.). Essex, UK: Pearson.

- Smith, PR., & Zook, Z. (2024). *Marketing communications: Integrating online and offline, customer engagement and digital technologies* (8th Ed.). London, UK: Kogan Page.

- Additional source: research articles from well-established scientific journals will be also considered.



# BUSINESS LAW

|                                |  |
|--------------------------------|--|
| <b>Course Code</b>             | TBC  |
| <b>Language of Instruction</b> | English  |
| <b>Level</b>                   | Graduate   |
| <b>Track</b>                   | PSB MIM M1 IT  |
| <b>Semester</b>                | Fall Semester  |
| <b>Number of ECTS</b>          | 5  |
| <b>Schedule</b>                | Total of contact hours: 26.5   |
| <b>Campus</b>                  | Campus Delta: 16 rue Claude Bernard, 75005 Paris   |
| <b>Timetable &amp; Room</b>    | Timetable & Room will be available on your extranet a week prior to the start of your class. |

## COURSE DESCRIPTION:

This course aims to develop students' knowledge of business law. It should allow them on the one hand to consolidate their knowledge of company law. The course will focus on the different forms of companies and their legal regime.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Optimize the tax situation of a capital company while respecting the legal directives of French tax law.
- Construct legal reasoning through a given practical situation
- Deduce from the statement the legal structure (company) appropriate to the requirements of the founders and specify its particularities, after comparing the different societal possibilities.

## LEARNING RESOURCES:

Droit Fiscal, DCG 4, Edition Dunod, 2019

Jean-François BOCQUILLON, Pascale DAVID, Elise GROSJEAN-LECCIA, DCG 2 Droit des sociétés et des groupements d'affaires, DUNOD, 2020

Droit fiscal, DCG 4 Editon Foucher, 2019 ;

Droit des sociétés Cozian, Deboissy et Viandier Edition Litec, 2019

L'essentiel du Droit des sociétés, B et F Grandguillot, Edition Gualino, 2019