Bachelor 3
Course overview

Fall semester 2026

éklore ed.

Business • Sport • Management

Leadership & influence - 30h / 4 ECTS

Course description

This course provides an overview of various models of leadership that have been elaborated from both a theoretical and practical perspective. It focuses on the major leadership theories and practices and aims at helping students gain an understanding of the theoretical basis of leadership and learn how to apply it to practical situations in business and other settings. Moreover, students discover their personal leadership style through a series of assessment and activities. This would allow them to estimate how they view leadership as both a subordinate and a leader.
40% continuous assessment / 60% final exam

Learning outcomes

- Understand the fundamental theories and frameworks of management and business.
- Communication : Deliver effective written and oral presentations in professional settings.

Business analytics - 30h / 4 ECTS

Course description

The main objective of the course is to transform and translate data collected from multiple different sources into meaningful information, interactive and visually easy-to-interpret information. Through this course, students will visualize data, share information and collaborate to produce dashboard-style reports.
100% continuous assessment

Learning outcomes

- Students collaborate on tools that are designed to help students work together effectively.
- Students manage and share a project and write a detailed report to share their results.
- Students will work as a team to manage their projects and achieve their objectives ; Communicate effectively among group participants and have the ability to share ideas and listen to proposals from other group members, and remain receptive and open to new ideas; Work in meetings and seek perspectives, organize project time and build trust between group members.
- Students examine and assess facts and data in order to form unbiased judgments. Students apply rational, unbiased analysis of facts and provide evidence for arguments. Students will develop the ability to : observe and collect data and information on the environment studied ; analyze and transform complex information into clear decisions; interpret and understand information from different sources; identify prejudices and take them into account in analysis; test the relevance of results; assess the credibility of results obtained.

éklosion: personnal & professionnal development - 15h / 2 ECTS

Course description

The éklosion project aims to promote and develop students' individual and personal initiatives. Recognizing the success of the leisure economy and the time devoted to activities outside of work, this course aims to cultivate soft skills and life skills through various personal projects such as sports, philanthropy, cultural activities, professional training, event planning, or community involvement.
100% continuous assessment

Learning outcomes

- Project planning skills
- Resource identification and management
- Time management and personal productivity
- Improving productivity management and work-life balance
- Implementation of life skills

Business game - 15h / 2 ECTS

Course description

The Keyflash Business Game course is an interactive business game that gives students hands-on experience of running a business in a competitive environment. The game is designed to help students understand the fundamentals of business management and develop essential decision-making and teamwork skills. As part of the course, students will be required to manage a virtual company in a competitive market. They will have to make strategic decisions concerning procurement, production, marketing, finance and human resources. The game offers a dynamic environment where the decisions taken by students have a direct impact on the performance of their company and that of its competitors. The course is structured to offer students an immersive learning experience. Class sessions will be divided between gaming sessions, where students will have the opportunity to put these concepts into practice by managing their virtual company, and individualized feedback on past company performance. Ultimately, the Keyflash Business Game course aims to prepare students for the challenges of running a business in the real world. It provides a platform for students to apply the theoretical concepts they have previously learned and develop practical skills that will be invaluable in their future careers
100% continuous assessment

Learning outcomes

- Students will use in an operational way the main concepts linked to the management of an organization
- Students will be able to develop the ability and skills needed to evaluate data, solve problems and make logical deductions that will lead to effective decision-making.

Business English for managers - 30h / 4 ECTS

Course description

This course develops the English communication skills required for effective management in an international environment. It focuses on practical, high-impact workplace situations such as leading meetings, managing team communication, negotiating, handling difficult conversations, presenting strategies and results, and writing clear professional emails and reports. Students strengthen fluency, accuracy, and confidence, with targeted work on business vocabulary, tone, diplomacy, and intercultural communication. The approach is highly applied: role-plays, simulations, case-based discussions, short presentations, and personalized feedback to help managers communicate with clarity, authority, and professionalism in real-world contexts.
100% continuous assessment

Learning outcomes

- Lead and participate in managerial interactions in English (meetings, 1:1s, performance discussions, problem-solving, decision-making) using clear structure, appropriate tone, and effective facilitation language.
- Deliver concise, persuasive business messages through presentations and briefings (strategy, KPIs, project updates), adapting language to audience and purpose, and managing Q&A with confidence.
- Write professional managerial communication

French as foreign language - 30h / 4 ECTS

Course description

This course is designed for non-native speakers who want to develop practical French language skills for everyday life, academic contexts, and professional communication in France. Through an interactive, communicative approach, students build competence in speaking, listening, reading, and writing, while improving pronunciation and expanding essential vocabulary and grammar. The course also integrates French culture and intercultural communication, helping students navigate common social and university/work situations (introducing oneself, emailing, participating in discussions, understanding administrative procedures, etc.). Learning activities include role-plays, short presentations, guided writing tasks, and authentic materials (videos, articles, forms, and real-life dialogues).
100% continuous assessment

Learning outcomes

- Communicate effectively in common real-life situations (introductions, directions, shopping, healthcare, university services) using appropriate vocabulary, pronunciation, and interaction strategies.
- Understand and produce clear spoken and written French for academic and professional settings (emails, short reports, classroom participation, summaries), with improved grammatical accuracy and coherence.
- Demonstrate intercultural competence

Intercultural management - 30h / 4 ECTS

Course description

This course aim at giving students a broad picture about human resources management in a global environment. The course will help students to get an understanding of the interconnectedness of economies, cultures, and organizations worldwide, as well as cultivate sensitivity to cultural differences and the impact they have on HR practices. They will also be equiped with cros-cultural communication skills and adress ethical dilemna in Global HR decision making.
40% continuous assessment / 60% final exam

Learning outcomes

- Making HR decisions in a multicultural and international context
- Taking cultural differences into account in HR decision-making`
- Ability to work in a multicultural team
- Be able to step back from a multicultural work experience.
- Students will have to adapt their working methods to multicultural work teams

International business strategy - 30h / 4 ECTS

Course description

This course introduces students to the core principles of business strategy in an international context. It explores how firms analyze global environments and competition, build and sustain competitive advantage, and make strategic decisions about market selection, entry modes (exporting, licensing, joint ventures, subsidiaries, acquisitions), and global integration vs. local responsiveness. Students also learn to assess key international risks (geopolitical, regulatory, cultural, financial, and supply-chain/logistics). Through case studies, applied frameworks, and a short team project, students develop the ability to craft evidence-based strategic recommendations for international growth.

40% continuous assessment / 60% final exam

Learning outcomes

- Evaluate international market attractiveness and competitive positioning using strategic analysis tools (macro-environment, industry/competition, customer insights, value chain, resources and capabilities).
- Design and justify an internationalization strategy, including target market prioritization and the selection of an appropriate entry mode, based on trade-offs between cost, control, speed, and risk.
- Produce and communicate actionable strategic recommendations

Agile & lean startups - 15h / 2 ECTS

Course description

This course introduces students to the Lean Startup and Agile mindsets as practical approaches to building new ventures under uncertainty. Students learn how to identify customer problems, test assumptions, and iterate quickly using tools such as the Business Model Canvas, customer discovery, MVP (Minimum Viable Product) design, and Build–Measure–Learn cycles. The course also covers Agile teamwork practices (e.g., Scrum/Kanban basics), product prioritization, experimentation design, and data-informed decision-making. Through hands-on workshops, real or simulated startup cases, and a team project, students develop the ability to move from idea to validated business model and an actionable go-to-market plan.
40% continuous assessment / 60% final exam

Learning outcomes

- Frame and validate a startup opportunity by defining a problem, customer segments, and value proposition, and by conducting structured customer discovery and hypothesis testing.
- Design and run Lean experiments (MVPs, prototypes, landing pages, A/B tests) and interpret results to decide whether to persevere, pivot, or stop, using clear metrics and learning objectives.
- Apply Agile product development practices

E-commerce & digital strategy - 30h / 4 ECTS

Course description

This course provides students with a practical and strategic understanding of how digital channels create value and drive growth in e-commerce and digitally enabled businesses. Students learn to design and evaluate digital business models, build an effective omnichannel strategy, and optimize the end-to-end customer journey—from acquisition to conversion, retention, and advocacy. Key topics include digital marketing strategy (SEO/SEA, social, email, content), platform and marketplace dynamics, UX/CRO (conversion rate optimization), pricing and promotion, CRM and lifecycle marketing, and the use of data and KPIs (funnel metrics, CAC, CLV, ROAS). Through case studies, audits, and hands-on workshops, students develop actionable recommendations for improving digital performance and competitive positioning.
40% continuous assessment / 60% final exam

Learning outcomes

- Design an e-commerce and digital growth strategy by defining target segments, value proposition, channel mix (owned/paid/earned), and an omnichannel customer experience aligned with business goals.
- Analyze and optimize digital performance using key metrics and dashboards (traffic sources, conversion funnel, CAC, CLV, retention, ROAS), and propose improvements to UX, content, campaigns, and checkout flows.
- Develop an actionable digital roadmap

Marketing stratégique - 30h / 4 ECTS

Description du cours

Ce cours vise à approfondir la compréhension des principes et méthodes du marketing stratégique appliqués dans les organisations. Il explore les différentes étapes de l'analyse stratégique, depuis l'étude de l'environnement et du comportement des consommateurs jusqu'à la formulation d'un positionnement pertinent et la définition d'avantages concurrentiels durables. Les étudiants apprendront à utiliser des outils d'aide à la décision (analyse SWOT, matrice BCG, segmentation–ciblage–positionnement, études de marché) et à évaluer les leviers permettant à une entreprise d'orienter ses choix stratégiques à moyen et long terme. À travers des cas réels et des simulations, le cours développe la capacité des étudiants à recommander des stratégies marketing cohérentes, innovantes et alignées sur les objectifs business
40% contröle continu / 60% examen final

Objectifs pédagogiques

- Maîtriser les outils d'analyse stratégique en marketing : analyser un marché, ses tendances, et son environnement concurrentiel ; utiliser de manière pertinente les méthodes de segmentation, de ciblage et de positionnement pour appuyer une décision marketing stratégique
- Construire et recommander une stratégie marketing pertinente : élaborer une stratégie marketing intégrant offre, valeur perçue, positionnement et avantage concurrentiel ; formuler des recommandations stratégiques argumentées et adaptées à la situation d'une entreprise ou d'une marque

Stratégie CRM & E-CRM - 30h / 4 ECTS

Description du cours

Ce cours vise à permettre à l'apprenant d'être capable d'identifier et de mettre en œuvre tous les concepts clés liés au pilotage de l'activité commerciale tout en adoptant une posture de manager. Il explore les fondements du Customer Relationship Management (CRM) et du e-CRM, depuis la compréhension du cycle de vie client jusqu'à la construction d'une relation durable et personnalisée. Les étudiants apprendront à analyser la donnée client, à segmenter efficacement une base CRM, à choisir les bons leviers de fidélisation et à piloter la performance commerciale à l'aide d'indicateurs clés.
Le cours intègre également la dimension digitale du CRM.
40% contrôle continu / 60% examen final

Objectifs pédagogiques

- Esprit critique : piloter une équipe mettant en oeuvre des actions commerciales.
- Collaboration : gérer les équipes commerciales et la relation client.

Piloter la performance financière de l'entreprise - 15h / 2 ECTS

Description du cours

Ce cours permet aux étudiants de comprendre les fondamentaux du pilotage de la performance financière et d'acquérir les outils essentiels pour analyser la situation économique d'une entreprise. À travers une approche pratique et opérationnelle, les apprenants découvriront comment interpréter les principaux états financiers, suivre des indicateurs de performance clés, analyser la rentabilité, la structure financière ou encore la trésorerie.
Le cours met l'accent sur l'utilisation d'outils simples mais indispensables (ratios financiers, tableaux de bord financiers, analyses de marge, analyses de rentabilité, prévisions rapides).
40% contrôle continu / 60% examen final

Objectifs pédagogiques

- Appréhender la performance financière en analysant des indicateurs
- Utiliser quelques outils de pilotage pour orienter la prise de décision

Growth hacking & campagnes agiles - 30h / 4 ECTS

Description du cours

Ce cours initie les étudiants aux principes, méthodes et outils du Growth Hacking, une approche marketing centrée sur l'expérimentation rapide, l'analyse de données et l'optimisation continue pour accélérer la croissance.
 Les apprenants découvriront comment identifier les meilleurs leviers d'acquisition, d'activation, de rétention et de conversion, et comment concevoir des campagnes agiles basées sur des cycles courts d'expérimentation (test & learn).
40% contröle continu / 60% examen final

Objectifs pédagogiques

- Comprendre et appliquer les fondamentaux du Growth Hacking : identifier les leviers clés, formuler des hypothèses de croissance et définir des expérimentations simples à mettre en œuvre rapidement.
- Concevoir et piloter des campagnes marketing agiles.