



# Master 1 Full English Course overview

Fall semester 2026

### New business models - 30h / 4 ECTS

#### Course description

The digitalization of organizations has given rise to New Business Models (NBMs). Entire business sectors have been "disrupted". We're thinking here of examples such as the hotel industry with AirB&B or cabs with Uber. These mature, oligopolistic or even monopolistic business sectors, believing themselves sheltered behind barriers to entry and organizational isophormism, have seen the majority of added value captured by new entrants. The aim of this course is firstly to enable you to decipher an existing business model, and secondly to apply these new types of business model to an existing sector of activity.

40% continuous assessment / 60% final exam

#### Learning outcomes

- The aim here is to understand what a business model is (definition, components, 2 categorize the different types of business model (5 main types) and finally to create a database of archetypal real-life examples of each category of business model.
- Critical Thinking : apply these concepts to an existing business sector

### Finance for managers - 30h / 4 ECTS

#### Course description

In this course, we intend to impart accurate information regarding key financial factors, including various uncertainty and financial stress indicators. In the current uncertain circumstances, risk shocks originating in a financial market can yield to significant fluctuations in investor sentiments, which in turn affect asset prices in other markets (Alomari et al., 2024). Accordingly, a deepen analysis of how international markets are interdependent and shocks are transmitted following unforeseen events has attracted particular attention around the world. Understanding interlinks among different markets in periods of volatility spikes is important for investors, policymakers, and other market participants seeking to manage risk, make investment decisions, or formulate policy responses to global economic and environmental challenges. Interestingly, students will have fresh insights into the sustainability challenges facing business and financial systems. Moreover, the rapidly increasing use of artificial intelligence (AI) has significantly enhanced efficiency in the delivery of financial services, but only at the expense of new menaces to financial stability. Nowadays, the private sector utilizes AI to improve different tasks including risk management, asset allocation, credit decisions, fraud detection, and regulatory compliance.

40% continuous assessment / 60% final exam

### Learning outcomes

i) Offer an advanced approach to the assessment of investment and financing decisions to be taken by corporations, while considering their interlinks with financial markets and their exposures to different kinds of risks (economic and financial crises, health crisis, geopolitical risks and climate risks). ii) Develop an understanding of key financial decisions in an international, uncertain context, incorporating the role of emotions and behavioral biases in shaping investor and managerial behavior. iii) Evaluate the future of banking in the context of a fast-changing environment. iv) Assess the potential of AI to help businesses innovate and develop new business models to transform the future of finance owing to the compelling efficiency and cost advantages it provides. v) Enrich your understanding on how sustainability is rewiring financial systems to benefit society and business.

## Business analytics - 30h / 4 ECTS

### Course description

Data analysis plays a key role in decision-making in today's world of business and finance. Probability and statistical inferencing are required in decisions as varied as whether or not to launch a new product, which clients need to be targeted in the marketing campaign, and how much pay raise and bonuses to award. This course focuses on these two important aspects of statistics. Concepts of conditional probability, discrete and continuous probability distributions as well as methods of statistical inferencing and hypothesis testing are presented.  
40% continuous assessment / 60% final exam

### Learning outcomes

The findings from data analysis are vital to effective management. This course caters to individuals with the skills to present complex data clearly and understandably, enhancing communication with stakeholders, team members, and senior management. By mastering these techniques, participants can ensure that important insights are conveyed accurately and persuasively, leading to more informed decision-making and improved organizational outcomes.

Data help managers make informed decisions. This course provides individuals with advanced analytical skills to interpret complex datasets, enabling them to derive valuable insights that guide strategic decision-making. Through this program, participants will learn to harness the power of data, transforming raw information into actionable strategies that drive business success. By mastering these skills, managers can enhance their ability to make sound decisions that are backed by empirical evidence and tailored to the ever-evolving business landscape.

### éklosion - Multicultural entrepreneurship - 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.

This semester will focus in particular on Multicultural entrepreneurship.

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

### Culture & management - 30h / 4 ECTS

#### Course description

The general culture course aims to provide an in-depth understanding of the dynamics of international relations, with a particular focus on power issues. Students will explore the political, economic, cultural, and strategic factors that shape interactions between states, while developing critical analytical skills to assess the contemporary challenges facing the world.

40% continuous assessment / 60% final exam

#### Learning outcomes

- To analyze and critically question complex international situations by mobilizing theoretical frameworks in international relations, in order to identify tensions, limits and contradictions between theoretical approaches and realities.
- To evaluate and integrate in a cross-cutting manner the economic, political, technological and environmental dimensions in the analysis of a contemporary geopolitical issue, in order to formulate a reasoned diagnosis and coherent recommendations.

### Strategy & decision - 30h / 4 ECTS

#### Course description

This course has several objectives - (a) understanding what a strategy is, (b) how do we use strategy in the context of organizations, (c) how can effective decisions be made using strategic management, (d) using a business game simulation implementing the learning of this course. During this course, students will learn how to take decisions that align with organizational goals, objectives, resources, environmental expectations and pressures.

40% continuous assessment / 60% final exam

#### Learning outcomes

- Whether student can integrate knowledge of the core business functions to make sound decisions. Given the subject matter of this course – highly practical and applied, the primary competency attained through this course is applied business knowledge. If the students are capable of applying the concepts of business sustainability seen during the course in business scenario.
- Whether the student is able to reflect critically on practical and theoretical issues in the business context. Being able to apply the practical knowledge to real organizational scenarios and being able to analyze organizations in the light of knowledge learnt in this course is the basis for the second competency attained through this course – critical thinking.

### Business game - Strategic plan - 30h / 4 ECTS

#### Course description

The business game allows them to implement their strategic plan (seen in the rest of the module), with managerial skills and teamwork. In this game, students will work in teams of 5-6 students to manage a wetsuit manufacturing company. Student teams will have to implement their strategic plan by making decisions relating to all company functions: purchasing, production, marketing positioning, distribution channel, HR organization, finance. The game is played over a short period of time, requiring students to build the business management tools they need to make quick, informed decisions.

100% continuous assessment

### Learning outcomes

- Application of knowledge acquired in previous management courses: market analysis, price and quality positioning, purchasing, production, profitability analysis, investment decisions, HR decisions.
- Teamwork and organization are two essential factors for success in this game.
- Student teams will have to adapt their strategy to changes in the market in which their company operates. They will have to make decisions and analyze their commercial and financial impact.

### **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