PERCORSO UNIPD: MANAGEMENT AND MARKETING

3° ANNO @UNIPD		MONTPELLIER BUSINESS SCHOOL	
ASSOCIAZIONE 1			
	ECTS		**ECTS**
Operations Management and Digital Technologies	**6**	International Economics and Sustainability	**4**
Human Resource Magament	**6**	Corporate Finance	**4**
Industrial Organization and High-Tech Markets	**6**	Organizational Behavior & International HRM	**4**
Management Accounting and Control Systems	**6**	International Marketing	**4**
Marketing	**6**	AI-enable Business Intelligence	**2**
		Sustainable Business Models and Value Creation	**3**
		Strategic Management	**4**
		Business Game - Sustainable Development	**3**
		AI with Purpose: Ethics and Impact for Business	**2**
CREDITI LIBERI (TAF D)			
		Operation and Sustainable Supply Chains	**4**
		Doing Business in France 1	**2**
		French as Foreign Language 1	**2**
		French as Foreign Language 2	**2**
		Track 1	**9**
		Track 2	**9**
		Elective course (scegli 1)	**2**
			60 ECTS
SCEGLIERE 2/3 DEI SEGUENTI TRACK			
			ECTS
		IB TRACK	**9**
		Risk Management and Global Compliance	
		Global Business Challenge: Strategy and Execution	
		Global Leadership and Intercultural Negotiation Skills	
		DIGITAL MARKETING AND AI TRACK	**9**
		Introduction to Digital Marketing	
		Digital Marketing: Using AI to Optimize Customer Experience	
		Social Media Marketing and Content Strategy	
		LUXURY MANAGEMENT TRACK	**9**
		The Fundamentals of Luxury (History and Development)	
		Retail and Luxury Marketing	
		Talent Management and Leadership in the Luxury Industry	
		FINTECH TRACK	**9**
		Introduction to Cryptocurrencies	
		Digital Banking & Financial Intermediation	
		Financial Markets & Institutions (Applied Digital Finance)	
SCEGLIERE 1/2 DEI SEGUENTI ESAMI A LIBERA SCELTA			
			ECTS
		Personnal Project Management	**2**
		Job Ready	**2**

Bachelor Program
for Exchange Students

Course Plan & Syllabus
Academic Year 2026 - 2027

As part of the MBS continuous improvement policy, some changes may be made by course managers or the BIBA Program to the tuition and course content presented in this document.

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Preamble

The Bachelor of International Business Administration (hereafter BIBA) is a three-year higher education programme. It is acknowledged by the French ministry as a “Bac+3” programme, that is, 3 years of higher education subsequent to Baccalaureate, high school/secondary education diploma.

This is a general business and management programme where students learn the fundamental skills and competences in all business disciplines. These fundamentals allow students to explore a wide range of opportunities and potential careers available to them upon completion of their studies. Moreover, this wide coverage allows students to be ready for future changes in their careers where some currently existing jobs may disappear due to technological and social evolutions and new types of jobs may be created.

In the third year of the programme, we give student the opportunity to discover a professional sector through specialised tracks.

The core MBS values of Ethics, Openness and Diversity, Responsibility and Global Performance infuse through every discipline and every course of the programme, as we aim to prepare students for the current and future societal and environmental challenges. In addition, each year the programme includes at least one course specifically dedicated to the social and environmental transformations faced by businesses.

A twofold approach allows students to develop both academic competences in an international context and practical business acumen and skills. The academic skills prepare students for the continuation of their studies either in France or abroad, whereas the professional skills make them ready for the job market right after graduation. Moreover, depending on their academic track, students can either (1) reinforce their international academic exposure via longer exchange and double degree opportunities in years 2 and 3, or (2) enhance their employability via long-term professional experiences such as the one-year, or two-year apprenticeship contracts. When making a choice about their academic path, each student is advised and coached to take a mid- and long-term stand on their professional and personal goals.

The BIBA programme was accredited by the French Ministry of Higher Education on 1 September 2019 for five years and has been included on the *Répertoire National des Certifications Professionnelles* (RNCP - National Registry of Professional Qualifications) since 2013. Moreover, the diploma is acknowledged the equivalence with the university degree of “License” (Bachelor) for a period of 3 years starting with all new recruits of September 2021.

Overview of the Teaching Units and their objectives throughout the 3 years

	1st year	2nd year	3rd year
TU short name	**TU1 - Strategic, organizational, and entrepreneurial skills**		
TU objective	**Understanding the business environment and how to adapt the company's activities to its environment**		
Year breakdown	Understand the business environment	Understand the interactions of economic agents	Identify the opportunities and risks of the environment to propose a sustainable strategy
TU short name	**TU2 - Operational management skills**		
TU objective	**Implement management, control, and measurement solutions**		
Year breakdown	Acquire the fundamentals of management tools	Implement management and activity control tools.	Manage the activity
TU short name	**TU3 - Managerial and behavioral skills**		
TU objective	**Recruit, train, and mobilize the teams**		
Year breakdown	Understand the functioning of organizations and teams	Organize collaboration with the goal of performance	Manage an intercultural team responsibly
TU short name	**TU4 - Openness and responsibility skills**		
TU objective	**Open to the world with a sense of responsibility**		
Year breakdown	Understand the challenges of CSR and SD in an international context	Assess the impacts of economic activity on CSR and SD	Integrate CSR and sustainability challenges into operational and managerial activities

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	1st year	2nd year	3rd year
TU short name	**TU5 - Analytical skills and critical thinking**		
TU objective	**Develop and apply critical thinking by relying on a suitable and rigorous analysis**		
Year breakdown	Acquire the fundamentals of digital tools and data analysis	Analyze and leverage digital data	Leverage information with critical thinking to address a business problem

	1st year	2nd year	3rd year
TU short name	**TU6 - Professional development skills**		
TU objective	**Prepare for entry into the professional world: develop interpersonal skills, gain experience, and build your professional project**		
Year breakdown	Prepare your professional path and communicate in a professional and international context	Analyze your professional positioning and communicate in a professional and international context	Prepare for professional integration and communicate in a professional and international context

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2nd Year of Study – Bachelor Programme

Objectives: Apply management tools and methods while being cognizant of societal and environmental issues and contribute to the company's activitiesin a multicultural context.

2nd Year of study - Semester 4 – Jan. to April 2027

Course Title	Hours	ECTS
TU2 - Operational Management Skills		
Sales and Negociation Techniques	28	4
Financial Statements Analysis	28	4
Total TU	**56**	**8**
TU3 - Managerial and Behavioral Skills		
Responsible Management	21	3
Human Ressources and Diversity Management	21	3
Total TU	**42**	**6**
TU4 - Openness and Responsibility Skills		
International Week 4	14	2
Hackathon - SD Challenge	21	3
Total TU	**35**	**5**
TU5 - Analytical Skills and Critical Thinking		
Data Management	21	3
Total TU	**21**	**3**
TU6 - Professionnal Development skills		
Business Writing and Oral Communication	14	2
French as a foreign language	28	3
Total TU	**42**	**5**
Semester 4 total	**223**	**27**

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Year of Study	2nd Year	**ECTS**	4
Semester	Semester 4	**Hours**	28
Course	Sales and Negociation Techniques	**Teaching Language**	English

Presentation and objectives

The Negotiation and Sales Techniques course aims to equip students with essential skills in B2B commercial negotiation. It covers the fundamental principles of sales, objection handling, persuasion, and the resolution of commercial conflicts. Through a combination of applied theory, role-playing exercises, and critical analysis, students develop their ability to structure a sales argument, adapt their approach based on their interlocutors, and optimize client relationships. The course emphasizes experimentation and strategic thinking, particularly through case studies and negotiation simulations. By the end of the course, students will be able to conduct structured negotiations, defend a value proposition, and proactively resolve commercial tensions. Mastering these techniques is essential for advancing into managerial roles, making strategic decisions, and strengthening companies' competitiveness in the market.

Prerequisites

No pre-requisite.

***

Year of Study	2nd Year	**ECTS**	4
Semester	Semester 4	**Hours**	28
Course	Financial Statements Analysis	**Teaching Language**	English

Presentation and objectives

Financial analysis is the process of analyzing and evaluating financial data and information about an entity to support decisions by stakeholders and management. Internally, financial analysis can help managers make future business decisions or review historical trends for past successes. Externally, financial analysis can help investors and stakeholders to evaluate investment choices and decisions to generate the best possible returns and investment possibilities.

The main objective of this course is to give students the basic tools needed to analyze and evaluate a company's strengths and challenges.

This course aims to achieve two main objectives:

1. Students will first learn the various methods and tools used to analyze a company's financial statements – the balance sheet and the income statement.
2. They will also learn how to apply the theoretical and technical concepts covered in the course to specific situations.

By the end of this course, students must be able to apply technical knowledge in specific situations that they will encounter during their careers. The opportunity to work both independently as well as

in groups will contribute both to autonomy and team skills and allow students to continue to build on their knowledge more easily in the future.

Prerequisites
Prior to the beginning of the course, students must have attended general accounting courses. They must have a basic understanding of the structure and components of the Financial Statements of a company – Balance Sheet and Income Statement.

***

Year of Study	2nd Year	**ECTS**	3
Semester	Semester 4	**Hours**	21
Course	Responsible Management	**Teaching Language**	English

Presentation and objectives

This course has been built to provide students with an overall knowledge of what responsible management means for companies. The content addresses how to translate the three pillars of sustainable development (economic, social and environmental) into corporate practices. It provides key insights of why companies should behave responsibly and of how they can do it by integrating responsible management principles into their functioning and at different levels of what they do. Students will become aware of the necessity for society to build socially responsible companies, of the stakes associated to such a project and of the ways of doing it. The pedagogy adopted for this course offers a mix of fun activities, critical study of discourses and news relayed by the press and business case studies. Theoretical concepts will always be used to illustrate and understand selected facts or situations for learning.

Prerequisites
No pre-requisite.

***

Year of Study	2nd Year	**ECTS**	3
Semester	Semester 4	**Hours**	21
Course	Human Resources and Diversity Management	**Teaching Language**	English

Presentation and objectives

This course aims to discover and use concepts related to key human resources (HR) functions andethics in human resources management (HRM). It is also about understanding the concepts of international openness, multiculturalism and diversity concerning HRM. The stake is to become a managerable to align strategy, structure and corporate culture of his-her firm. He-she will combine efficiency andethics with his-her team and willadapt his-heractions in a context of international openness and multiculturalism.

Prerequisites
No pre-requisite.

***

Year of Study	2nd Year	**ECTS**	2
Semester	Semester 4	**Hours**	14
Course	International Week 4	**Teaching Language**	English

Presentation and objectives

Every semester during the first two years of the Bachelor Programme various visiting professors teach online or face to face specific topics to MBS students. The seminars are condensed into one week in order to stimulate intensive discussions, reflections and sharing of ideas.

Particular emphasis is put on developping interdisciplinary competences that are not included in the Programme for this specific year or semester. Moreover, all visiting instructors are presenting the topic from the perspective of their country or region, thus enhancing the itnernational and intercultural exposure of the students.

Prerequisites
No pre-requisite.

***

Year of Study	2nd Year	**ECTS**	3
Semester	Semester 4	**Hours**	21
Course	Hackathon – Sustainable Development	**Teaching Language**	English

Presentation and objectives

On a format of 3 consecutive days, in Hackathon mode, students have to propose answers to one or more issues on a theme of sustainable development or CSR.

Students are required to work in teams in order to design and present innovative projects producing significant environmental impact or reducing environmental footprint in the local context.

Prerequisites
No pre-requisite.

***

Year of Study	2nd Year	**ECTS**	3
Semester	Semester 4	**Hours**	21
Course	Data Management	**Teaching Language**	English

Presentation and objectives

In today's digital world, data is becoming increasingly more abundant and diverse. Data is very peculiar business resource. Its abundance carries a lot of new opportunities but also difficulties for companies. In this context, data management and business analytics have become critical business success factors.

This course is designed to provide students with fundamental knowledge in collecting, organizing, processing data and providing meaningful information for business decision making. Fundamental data management techniques such as relational databases and SQL will be examined in the first part. In the second part, recent no-code solution for data management and visualization such as Power BI will be explored too. Moreover, some data mining and cleaning techniques will be studied and applied. Finally, students will be introduced to more advanced contemporary tools such as big data, Hadoop and data lakes.

Prerequisites
No pre-requisite.

***

Year of Study	2nd Year	**ECTS**	2
Semester	Semester 4	**Hours**	14
Course	Business Writing and Oral Communication	**Teaching Language**	English

Presentation and objectives

During this academic year, the objective of this course, as a complement to the course taken last year, will focus more specifically on mastering the French language, particularly in terms of spelling and syntax. At the end of the course, students will be ready to take the Certificat Voltaire, a certification aimed at refreshing knowledge of spelling, grammar, and conjugation in order to correct the most common mistakes in professional writing.

Prerequisites
No pre-requisite.

***

Year of Study	2nd Year	**ECTS**	2
Semester	Semester 4	**Hours**	28
Course	French as Foreign Language	**Teaching Language**	English

Presentation and objectives

There are different levels:

Beginners: This course is designed for students with no prior or very little knowledge of French. Students will develop basic communicative skills in speaking, listening, reading and writing. By the end of this course, students will be able to communicate in a range of daily-life situations at a basic level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. By the end of this course, students will have partly attained A1 CEFR level.

Intermediate/advanced: This course is designed for students who have at least an intermediate knowledge of French (students who have successfully passed an Elementary (A2) course or who have at least 200 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate / advanced level. The course aims to further consolidate cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of Italian. Overall, students will attain a level comparable to B1 to C1 CEFR.

Prerequisites
No pre-requisite.

Bachelor Program: 3rd Year of study as an Exchange Student

<u>Preamble</u>: As the number of places available in BIBA Year 3 is limited, priority will be given to double degree students over credit transfer students.

Option 1 - Credit Transfer: Students who have achieved, in their home university, 2 years (eq. 120 ECTS credits) in a Bachelor program will take some or all the courses of the year 3 (final year) of our BIBA program.
Credit transfer students must register for at least 20 ECTS credits per semester.
Students can study one semester (either semester one or two) or the academic year.

Option 2 - Double Degree: Students who have achieved, in their home university, min. 2 years (eq. 120 ECTS credits) in one of the Bachelor programs indicated in the cooperation agreement signed with their home university, will follow the **whole course plan of the 3rd year (Licence 3)** of our Bachelor of International Business Administration (BIBA) program – *Diplôme en Management International des Affaires*, visé BAC+3 Grade de Licence, level 6 (180 ECTS).

***Objectives**:* Mobilize one's critical thinking capacity to conductactivities within the company and propose solutions adapted to a globalized and digitalized environment.

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3rd Year of study - Semester 5 – Sept. to Dec. 2026

Semester 1 (Fall) courses	Hours	ECTS
Teaching Unit (TU) 1 - Strategic, Organizational and Entrepreneurial Skills		
International Marketing	28	4
International Economics and Sustainability	28	4
Strategic Management	28	4
Total TU1	**84**	**12**
TU2 - Operational Management Skills		
Corporate Finance	28	4
Operation and Sustainable Supply Chains	28	4
Total TU2	**56**	**8**
TU3 - Managerial and Behavioral Skills		
Organizational Behavior & International HRM	28	4
Total TU3	**28**	**4**
TU5 - Analytical Skills and Critical Thinking		
AI-enable Business Intelligence	14	2
Total TU5	**14**	**2**
TU6 - Professional Development Skills		
Doing Business in France 1	14	2
French as a Foreign Language	21	2
Total TU4	**35**	**4**
Total Semester 1	**217**	**30**

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Year of Study	3rd Year	**ECTS**	4
Semester	Semester 5	**Hours**	28
Course	International Marketing	**Teaching Language**	English

Presentation and objectives

In today's interconnected marketplace, the boundaries between domestic and international marketing continue to blur. With the acceleration of globalization and digital transformation, marketers must develop a global mindset to navigate complex international environments effectively. Market expansion opportunities have multiplied through greater economic integration and reduced trade barriers between nations. Simultaneously, digital technologies and social media platforms have fostered the emergence of global consumer segments that share similar preferences and purchasing behaviors across cultural boundaries, creating unprecedented opportunities for brands to scale internationally.

This course equips third-year bachelor students with the essential knowledge and analytical frameworks to make strategic international marketing decisions. Students will explore:

- The evolving dynamics between global integration and local adaptation in marketing strategy
- Data-driven approaches to international market selection and evaluation
- Cross-cultural consumer behavior and the implications for market segmentation
- Strategies for building global brands while maintaining cultural relevance
- Sustainable and ethical considerations in international marketing practices
- Market entry strategies and international partnership models

Through case studies, simulation exercises, and practical projects, students will develop the critical thinking skills necessary to create effective international marketing strategies that strike a balance between standardization and localization.

Prerequisites

Students should have followed an introductory course in marketing management at the undergraduate level.

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Year of Study	3rd Year	**ECTS**	4
Semester	Semester 5	**Hours**	28
Course	International Economics and Sustainability	**Teaching Language**	English

Presentation and objectives

This course introduces the key concepts of International Economics and explores how they shape international business and our daily lives. From trade and investment to economic integration, students will examine both classical theories and contemporary challenges through real-world examples. Emphasis is placed on understanding the historical evolution of the international economy and critically analyzing its impact on today's globalized and interconnected world.

Economic crises and scandals will help to understand the cycles of the current economic system, and through these concepts, the course concludes with a forward-looking approach, encouraging students to explore alternative models of economic performance that integrate sustainability, social well-being, and emerging technologies, avoiding or at least mitigating the negative effects of current economic cycles.

Prerequisites
Micro- and macroeconomics.

***

Year of Study	3rd Year	**ECTS**	4
Semester	Semester 5	**Hours**	28
Course	Strategic Management	**Teaching Language**	English

Presentation and objectives
This course provides a foundational understanding of strategic management, a vital skill for future business leaders. Students will learn the core concepts and theories that underpin corporate success, with a focus on developing their ability to think critically and apply these principles in real-world scenarios.
Through a combination of theoretical exploration and practical examples drawn from various sources, students will learn to identify internal and external factors influencing strategy formulation and implementation and, finally, organizational performance. By studying and discussing different theoretical tools, students will learn how to evaluate these tools and develop their analytical skills necessary to formulate and adopt strategies on different organizational levels effectively.

Prerequisites
No pre-requisite.

***

Year of Study	3rd Year	**ECTS**	4
Semester	Semester 5	**Hours**	28
Course	Corporate Finance	**Teaching Language**	English

Presentation and objectives
This course is designed to introduce bachelor's students to key corporate finance concepts and topics. It aims to equip students with the necessary tools to understand general economic issues and important financial and investment decisions in corporations. Students will gain experience in applying both empirical and theoretical tools through class discussions of practical scenarios and through solving various problem sets. The course is structured around several key components following the principle of "blended learning”: 24 hours of face-to-face sessions and 4 hours of e-learning.

The topics covered in the course include:
- Introduction to corporate finance
- Time value of money
- Annuities and Perpetuities
- Valuation of common stocks and bonds
- Investment decision tools
- Estimating the cost of capital
- Dividend policy

Prerequisites
Students are supposed to have a basic knowledge of:
- Reading and understanding financial statements
- Doing calculations with a spreadsheet and an electronic calculator

***

Year of Study	3rd Year	**ECTS**	4
Semester	Semester 5	**Hours**	28
Course	Operation and Sustainable Supply Chains	**Teaching Language**	English

Presentation and objectives
Sustainability in operation management is fast becoming a vital factor related to the successful of supply chain. It is necessary for the students majoring in supply chain to have a basic knowledge of how sustainability is brought in supply chains so that they can understand the changes for contemporary supply chain strategy. This course provides an in-depth exploration of operations management and sustainable supply chain strategies. It examines how businesses can design, manage, and optimize supply chains while balancing economic, environmental, and social responsibilities.

Students will learn key concepts in operations management, including supplier selection, materials requirements planning, inventory control, logistics, and supply chain integration. The course also delves into sustainable supply chain practices such as green logistics, carbon footprint estimation and reduction, and life cycle assessment.

Students will achieve the following learning outcomes:
- Discuss fundamental concepts of supply chain management, including a definition of supply chain effectiveness with regard to three criteria: profit, people and environment
- Discuss and analyse the critical importance of supply chain decisions on firms' competitiveness
- Select and apply of appropriate tools and techniques to manage a supply chain and achieve overall efficiency and effectiveness.
- Analyze the socials and environmental issues in supply chain decision-making

Prerequisites
No pre-requisite.

***

Year of Study	3rd Year	**ECTS**	4
Semester	Semester 5	**Hours**	28
Course	Organizational Behaviour and International HRM	**Teaching Language**	English

Presentation and objectives

The main objective of this course is to make students understand the values of collaboration and help them understand the managerial ethics and diversity of people in all its forms, in order to be able to exercise an ethical and socially responsible approach to the management of human resources.

This course is an introduction to behaviour in organizations and international human resources management. As an introductory course, it aims to foster an awareness and understanding of behavioral phenomena occurring at the individual, interpersonal, group, and organizational level.

Topics covered include personality, attitudes, decision making, motivation, diversity, cross-cultural issues, communication, leadership, power, group dynamics, conflict, ethics, organizational structure and design, organizational culture and managing change. In the class, students will:

1) Gain an awareness of the opportunities and challenges of the workplace.
2) Gain familiarity with theories and concepts relevant to understanding human element at work.
3) Develop an understanding regarding their application in managing day-to-day life in the organization.
4) Improve management-related skills, including reading business cases, writing, oral presentation, planning and organizing tasks for groups.
5) Understand and improve their own experience and behavior as a member of the class and of a work group.

Prerequisites

No pre-requisite.

***

Year of Study	3rd Year	**ECTS**	2
Semester	Semester 5	**Hours**	14
Course	AI-enabled Business Intelligence	**Teaching Language**	English

Presentation and objectives

Today's World is data-driven. The ability to generate actionable insights from vast volumes of data has become a critical business skill. This course introduces the fundamentals of AI-enabled business intelligence, focusing on how data and analytics support strategic and operational decision-making in organizations. This course builds on students' foundational knowledge in statistics and digital transformation. It offers a practical and conceptual overview of how artificial intelligence transforms the way companies collect, process, visualize, and interpret data.

Students will explore the nature and challenges of working with structured and unstructured data, gain hands-on understanding of data cleaning and processing, and begin with descriptive analytics as the

first layer of insight generation. A core element of the course includes an introduction to a data visualization tool, allowing students to translate raw data into compelling, comprehensible insights.

Combining lectures and case studies, the course emphasizes the managerial implications of AI-powered analytics rather than technical mastery. Students will learn how to ask the right questions of data, understand the limits and opportunities of automated insights, and interpret results critically within a business context.

By the end of the course, students will be equipped to engage with AI-enabled analytics and to contribute meaningfully to data-informed decision-making processes in their future organizations.

Prerequisites
No pre-requisite.

***

Year of Study	3rd Year	**ECTS**	2
Semester	Semester 5	**Hours**	21
Course	French as a Foreign Language	**Teaching Language**	French

Prerequisites
No pre-requisite.

***

Year of Study	3rd Year	**ECTS**	2
Semester	Semester 5	**Hours**	21
Course	French as a Foreign Language	**Teaching Language**	French

Presentation and objectives
There are different levels:
Beginners: This course is designed for students with no prior or very little knowledge of French. Students will develop basic communicative skills in speaking, listening, reading and writing. By the end of this course, students will be able to communicate in a range of daily-life situations at a basic level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. By the end of this course, students will have partly attained A1 CEFR level.

Intermediate/advanced: This course is designed for students who have at least an intermediate knowledge of French (students who have successfully passed an Elementary (A2) course or who have at least 200 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts.

By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate / advanced level. The course aims to further consolidate cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of Italian. Overall, students will attain a level comparable to B1 to C1 CEFR.

Prerequisites
No pre-requisite.

3rd Year of study - Semester 6 – Jan. to April 2027

Semester 2 (Spring) courses	Hours	ECTS
TU1 - Strategic, Organizational and Entrepreneurial Skills		
Sustainable Business Models and Value Creation	21	3
Total TU1	**21**	**3**
TU4 - Openess and Responsibility Skills		
Business Game - Sustainable Development	21	3
AI with purpose : Ethics and impact for Business	14	2
Total TU4	**35**	**5**
TU5 - Analytical skills and Critical Thinking		
Research Methods 2	14	2
Bachelor Research Defense	14	5
Total TU5	**28**	**7**
TU6 - Professional Development Skills *(students must choose 2 tracks of 3 courses + 1 Elective course and French as Foreign Language)*		
IB track: - Risk Management and Global Compliance - Global Business Challenge: strategy and execution - Global Leadership and Intercultural Negotiation Skills	63	9
Digital Marketing and AI track: - Introduction to Digital Marketing - Digital Marketing: Using AI to Optimize Customer Experience - Social Media Marketing and Content Strategy	63	9
Luxury Management track: - The Fundamentals of Luxury (History and Development) - Retail and Luxury Marketing - Talent Management and Leadership in the Luxury Industry	63	9
Fintech track: - Introduction to Cryptocurrencies - Digital Banking & Financial Intermediation - Financial Markets & Institutions (Applied Digital Finance)	63	9
Elective - Personnal Project Management	14	2
Elective - Job Ready	14	2
French as a foreign language	21	2
Total TU6	**161**	**9**
Total Semester 2	**217**	**30**

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	Sustainable Business Models and Value Creation	**Teaching Language**	English

Presentation and objectives

"Business Model" is a term widely used by managers, scholars, entrepreneurs, politicians, journalists, students... So widely used that many different definitions co-exist. It often makes discussions sterile and can lead to misunderstanding. A business model encompasses a large variety of situations and contexts. Its significance depends on the observer and her purpose: are we evaluating an enterprise? Are we creating a new activity? Are we trying to understand the sources of the competitive advantage of an enterprise? Are we presenting our entrepreneurial project? Are we trying to know if an enterprise is worth an investment?

Many managerial questions may have their answers at least partially rooted in the concept or framework of the business model. The goal of this course is to prepare students to respond to this kind of problem. The approach is not only academic but also practical relying essentially on tools and their usage.

Simply put, a business model is a plan that details the way a firm intends to make profits. However, the current and future business will be increasingly confronted to social and environmental challenges involving the interests of other stakeholders than the investors. The course therefore focusses on the key strategic elements ensuring that the business model of the enterprise addresses or mitigates the expectations of all concerned stakeholders.

Prerequisites

No pre-requisite.

***

Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	Business Game – Sustainable Development	**Teaching Language**	English

Presentation and objectives

Ce cours place les étudiants dans un environnement de simulation où ils gèrent collectivement une entreprise virtuelle confrontée aux tensions entre performance économique et responsabilité sociétale des entreprises (RSE). Il leur permet d'expérimenter la complexité des dynamiques réelles, dans lesquelles la collaboration, la communication et les valeurs occupent une place centrale.

Travaillant au sein d'équipes diversifiées, souvent multiculturelles, les participants sont amenés à se coordonner, débattre et s'accorder sur des objectifs communs, tout en répondant à l'évolution des

conditions de marché, à l'incertitude et à des dilemmes éthiques. La simulation offre un cadre réaliste mais sans risque, propice à l'exploration des façons dont les points de vue variés influencent la prise de décision, la négociation des compromis, et l'équilibre entre une vision à long terme et les contraintes de court terme.

À travers cette expérience concrète et réflexive, les étudiants développent non seulement leurs capacités d'analyse critique et de collaboration, mais acquièrent aussi la confiance nécessaire pour interagir de manière responsable avec les autres, en tenant compte de la diversité des perspectives et des responsabilités, ainsi que des impacts de leurs décisions sur la société et l'environnement.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	2
Semester	Semester 6	**Hours**	14
Course	AI with purpose : Ethics and impact for Business	**Teaching Language**	English

Presentation and objectives
Artificial Intelligence is no longer a futuristic concept. It is a present reality transforming the way companies operate, make decisions, and create value. This course offers students a unique, experience-based exploration of how AI is reshaping all business functions from marketing and HR to finance and operations.

The course combines lectures and interactive sessions led by business professionals who integrate AI into their everyday work. Throughout the course, students will hear firsthand how, for instance, HR professionals use AI to support and transform recruitment processes, how marketing directors apply AI to analyze customer behavior and personalize campaigns, or how finance and accounting experts leverage automation and intelligent systems to streamline operations. In addition to understanding functional transformations, the course emphasizes the responsible use of AI. Ethical concerns such as bias in algorithms, transparency, and accountability are addressed, along with broader questions of environmental sustainability and social equity in AI deployment.

Rather than focusing on technical development, the course provides students with a strategic and critical perspective on AI. They will explore how AI is changing existing roles, creating new ones, and redefining collaboration between humans and machines while also considering its societal and environmental impacts.

By bridging academic insights with real-world application, the course equips students to navigate the challenges and opportunities of AI with awareness, responsibility, and confidence.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*International Business Track*: Risk Management and Global Compliance	**Teaching Language**	English

Presentation and objectives
Students will learn how to identify, assess, and mitigate various types of risks—such as financial, operational, legal, and geopolitical—that affect businesses operating globally. The course also covers the regulatory frameworks and compliance challenges companies face in different regions, such as legal requirements, ethical standards, sustainability, and tax strategies.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*International Business Track*: Global Business Challenge: Strategy and Execution	**Teaching Language**	English

Presentation and objectives
Students will examine how companies navigate complex issues such as market entry, competitive positioning, cultural differences, and operational scalability in diverse regions. The course emphasizes the alignment of strategy with execution, focusing on how businesses can adapt their strategies to rapidly changing global environments. Through a combination of theoretical frameworks and practical application in a COIL challenge, students will learn how to collaborate, develop, and implement effective strategies that drive growth, innovation, and sustainability in international markets.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*International Business Track*: Global Leadership and Intercultural Negociation Skills	**Teaching Language**	English

Presentation and objectives
This course equips students with the essential skills needed for effective leadership and negotiation in diverse global contexts. Students will explore the complexities of intercultural communication and negotiation, learning how to navigate cultural differences, manage cross-border teams, and lead with empathy and influence.

The course will focus on developing practical negotiation techniques, leadership strategies, and decision-making skills that are vital for success in international business environments

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*Digital Marketing and AI Track*: Introduction to Digital Marketing	**Teaching Language**	English

Presentation and objectives
This module provides an overview of digital marketing fundamentals, exploring key concepts such as digital marketing strategy, social media marketing, SEO end email marketing. Students will learn how digital strategies can drive business success and engage target audiences effectively.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*Digital Marketing and AI Track*: Digital Marketing : using AI to Optimize Customer Experience	**Teaching Language**	English

Presentation and objectives
In this module, students will explore how artificial intelligence is revolutionizing digital marketing. Key topics could include AI-powered personalization, chatbots, predictive analytics, ethical considerations and AI bias in marketing.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*Digital Marketing and AI Track*: Social Media Marketing and Content Strategy	**Teaching Language**	English

Presentation and objectives
This module focuses on leveraging social media platforms to build brand awareness and customer engagement. Students will learn about content creation, audience targeting, and performance tracking. They will also explore strategies for crafting compelling social media campaigns and aligning content with business objectives.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*Luxury Management Track*: The Fundamentals of Luxury	**Teaching Language**	English

Presentation and objectives
This course offers a comprehensive introduction to the world of luxury, focusing on its historical roots, cultural evolution, and the development of the modern luxury industry. Students will explore the origins of luxury across different civilizations and time periods, gaining insight into how craftsmanship, heritage, and exclusivity have shaped the concept of luxury throughout history.

Through a mix of academic theory, case studies, and industry insights, the course examines the transformation of luxury from traditional aristocratic consumption to a globalized, multi-billion-euro sector. Key milestones in fashion, haute couture, jewellery, watches, perfumes, and hospitality will be discussed, along with the emergence of iconic brands and the role of key figures in the industry.

By the end of the course, students will:
- Understand the historical foundations and cultural significance of luxury.
- Identify the key phases in the evolution of luxury markets.
- Recognize the elements that differentiate luxury from premium and mass-market segments.
- Analyze the influence of heritage and storytelling in luxury brand positioning.
- This foundational course is essential for students aiming to pursue careers in luxury brand management, marketing, retail, or entrepreneurship within the high-end sector.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*Luxury Management Track*: Retail and Luxury Marketing	**Teaching Language**	English

Presentation and objectives
This course explores the distinctive principles and practices of marketing and retail within the luxury industry. Students will gain a deep understanding of how luxury brands create desire, build emotional connections with consumers, and deliver exceptional customer experiences both in-store and online.

Focusing on the unique dynamics of luxury marketing, the course examines topics such as brand identity, consumer behavior in the high-end market, experiential retail, digital transformation, and the strategic use of storytelling, exclusivity, and heritage. It also highlights the critical role of retail spaces as immersive brand environments that reflect the values and aesthetics of luxury maisons.
Through real-world case studies and interactive projects, students will analyze how leading luxury brands manage their retail networks and design customer journeys that align with brand positioning and client expectations.

By the end of the course, students will be able to:
- Understand the key differences between traditional and luxury marketing strategies.
- Identify the drivers of consumer behavior in the luxury segment.
- Analyze the role of flagship stores, pop-ups, and omnichannel strategies in luxury retail.
- Develop marketing and retail concepts tailored to the values and codes of luxury brands.

This course is ideal for students aiming to pursue careers in luxury brand marketing, retail management, client experience, or digital strategy within the luxury sector.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	3
Semester	Semester 6	**Hours**	21
Course	*Luxury Management Track*: Talent Management and Leadership in the Luxury Industry	**Teaching Language**	English

Presentation and objectives
This course provides an in-depth look at the strategic importance of human capital within the luxury sector. With a strong emphasis on leadership, organizational culture, and talent development, students will explore how luxury brands attract, retain, and nurture top talent to uphold brand excellence and deliver world-class customer experiences.

The course examines leadership styles suited to the luxury context, the role of emotional intelligence in management, and the challenges of leading diverse, multicultural teams in a highly demanding and competitive environment. It also highlights the importance of aligning employees with brand values and creating an internal culture that reflects the identity and heritage of the luxury maison.

Key topics include recruitment and employer branding in the luxury world, leadership in retail and creative teams, performance management, and the evolving expectations of next-generation talent.

By the end of the course, students will be able to:
- Understand the role of leadership and HR strategies in maintaining brand prestige and customer excellence.
- Analyze the specific talent needs of luxury organizations across functions (retail, creative, operations, etc.).
- Identify best practices in motivating, developing, and managing high-performing teams.
- Reflect on their own leadership potential and emotional intelligence within a luxury context.

Ideal for students interested in leadership roles or human resources careers within the luxury industry, this course combines theory, case studies, and practical exercises to build future-ready managers for one of the world's most people-driven sectors.

Prerequisites
No pre-requisite.

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Year of Study	3rd Year	**ECTS**	2
Semester	Semester 6	**Hours**	14
Course	*Elective:* Personal Project Management	**Teaching Language**	English

Presentation and objectives
This course focuses on personal project management with the following topics covered:
- Reminder of project management tools (covered in BIBA 1)
- Definition of a personal project (pursuing studies through apprenticeship, abroad, etc.)
- Importance of making oneself visible to recruiters, colleagues, etc.
- How to "sell" oneself
- Acquiring or assuming one's own legitimacy to take initiatives in order to achieve goals

The idea is to use project management tools to create, by the end of the 14 hours, an action plan to achieve the goal defined at the beginning of the course.

Prerequisites
No pre requisite

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Year of Study	3rd Year	**ECTS**	2
Semester	Semester 6	**Hours**	14
Course	*Elective:* My Job Booster (Job Ready)	**Teaching Language**	English

Presentation and objectives
This module helps students to define and validate their career plans, by comparing them with market expectations. They develop the skills needed to successfully enter the job market. They learn the basics for a successful job interview and effective salary negotiation.

Prerequisites
No pre-requisite.

Year of Study	3rd Year	**ECTS**	2
Semester	Semester 6	**Hours**	21
Course	French as Foreign Language	**Teaching Language**	French

Presentation and objectives
There are several groups, based on the levels.

Beginner: This course is designed for students with no prior knowledge of French. Students will develop basic communicative skills in speaking, listening, reading and writing. By the end of this course, students will be able to communicate in a range of daily-life situations at a basic level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. By the end of this course, students will have partly attained A1 CEFR level.

Elementary: This course is designed for students who have an elementary knowledge of French (students who have successfully passed the Beginner course or have achieved an A1 level). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in a range of daily-life and simple professional situations. By the end of this course, students will be able to communicate in a range of daily life and simple professional situations at an elementary level. The course aims to develop cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of Spanish. Overall, students will attain a level comparable to A2 CEFR.

Intermediate / Advanced: This course is designed for students who have at least an intermediate knowledge of French (students who have successfully passed an Elementary (A2) course or who have at least 200 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate /advanced level. The course aims to further consolidate cultural awareness of French-speaking countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 to C1 CEFR.