



Université Catholique de l'Ouest

College of Law, Economics and Management

Angers Campus



Catalogue of courses offered in English

Academic year 2023-2024

Acronyms and Translations

French	English
Cours magistral (CM)	Lecture classes
Travaux dirigés (TD)	Groupwork classes
Faculté	College

Academic Calendar*

⇒ Fall semester

- Classes: early September - mid-December
- Exam period: mid-December - first week of January

⇒ Spring semester

- Classes: first week of January - mid-May
- Exam period: mid-May - mid-June

*Dates are approximative as they vary for each degree.

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College of Law, Economy & Management
Faculté Droit, Économie, Gestion (DEG)

Political Science - Bachelor's degree

Course title in English: Political Parties in the English-Speaking World

Course code: D-LSCPO-S5-13

Level and semester: 3rd year, fall semester

Number of course hours: 24 CM

Number of course credits: 3

Lecturer: Mr. Brad Safarik

Description:

Centered on the English-speaking world, this class analyzes the specificities of political representation using political parties at the central object of study. First looking at the theoretical importance of political party systems in the processes of democratization, we will study the typologies of political parties and their specific role in constructing democratic systems and promoting political pluralism. Secondly, using a historical approach, we look at the unique creation of the Westminster model in England and how it influenced other English-speaking countries' own political party systems. After studying the original foundations, we will then study the history of various countries to examine the different social cleavages that formed their ideological foundations and the evolution of their political positions through time. The specific countries studied are Great Britain, Ireland and Northern Ireland, the United States, Canada, Australia, and India.

Course title in English: Africa and its Political Challenges

Course code: D-LSCPO-S5-11

Level and semester: 3rd year, fall semester

Number of course hours: 24 CM

Number of course credits: 3

Lecturer: Mr. Brad Safarik

Description:

This course proposes an analysis of the different political, economic, and social challenges facing the African continent, with a particular emphasis on Sub-Saharan Africa. Organized as an introductory course, it explores the different ways that Political Science has been applied to the continent since the wave of independence in the 1960s. The different subjects that are studied include but are not limited to the past and present of the colonial legacy, similarities and differences in state formation, authoritarianism and democratization, the political economy of development, sources of national and regional conflicts, the consolidation of civil society, and the role of developmental aid assistance across the continent. The objectives aim to better understand the colonial traces of the modern African state and societies in order to then better appreciate the social, religious, and economic transformations through a historical perspective. The goal is to not only understand the principal analytical theories and approaches employed to study political systems in Africa and the difficulties of development on the continent, but to also appreciate the complexity of these analyses.

Course title in English: Environmental Governance

Course code: D-LSCPO-S5-11

Level and semester: 3rd year, spring semester

Number of course hours: 36 CM & 12 TD

Number of course credits: 5

Lecturer: Mr. Brad Safarik

Description:

Environmental governance examines the interactions between governments, societies, and the natural world. Studying the structures and motivations of environmental management systems across temporal and spatial scales, we can contextualize the growing role of the environment on policy agendas worldwide. This interdisciplinary course will combine the disciplines of political science and the role of governments in crafting and carrying out public policy, the role of economics in influencing markets and human behavior, and sociology in the myriads ways that human behavior affects and is affected by society-nature interactions. A multi-scale approach will focus on case studies of environmental governance at the local levels of individual countries, regional approaches, as well as global initiatives. Through a combination of theoretical frameworks, empirical observations and specific case studies, the course proposes to further understanding as to how and why environmental policy and management of the natural world has become a key concern of our age.

Course title in English: Ethics of War

Course code: D-LSCPO-S6-12

Level and semester: 3rd year, spring semester

Number of course hours: 24 CM

Number of course credits: 3

Lecturer: Mr. Pierre Bourgois

Description:

War occupies a central place in International Relations. While its nature has constantly evolved throughout history, so has its representation. The idea of "thinking about war" has animated human society, Western and non-Western, since their origins. In this sense, one of the major sources of reflection is intimately linked to the question of the legitimacy of war. More specifically, it looks into knowing if a war is just or not, whether concerning its beginning (*jus ad bellum*), the conduct in war (*jus in bello*) or its ending (*jus post bellum*). This course analyzes the doctrine of just war through multiple dimensions (historical, theoretical, practical, critical, etc.). In other terms, it proposes an understanding of the ethics of war through its complexities, analyzing the different debates and challenges, both political (terrorism, prevention war, humanitarian interventions, etc.) and technological (cyberwar, drones, enhanced soldiers, etc.), which contribute to its evolution.

Law - Bachelor's degree

Course title in English: Introduction to Common Law

Course code: D-LDROI-S3-9

Level and semester: 2nd year, fall semester

Number of course hours: 6 CM + 6 TD

Number of course credits: 2

Description:

General introduction to common law, covering the fundamental principles of family law and contract law in the Anglo-Saxon tradition.

Course title in English: Introduction to Common Law II

Course code: D-LDROI-S4-8

Level and semester: 2nd year, spring semester

Number of course hours: 6 CM + 6 TD

Number of course credits: 2

Description:

This course seeks to further the knowledge in Anglo-Saxon law linked to contracts and legal responsibility.

Course title in English: Criminal Law I

Course code: D-LDROI-S5-3

Level and semester: 3rd year, fall semester

Number of course hours: 6 CM + 6 TD

Number of course credits: 2

Description:

Course title in English: Criminal Law II

Course code: D-LDROI-S6-10

Level and semester: 3rd year, spring semester

Number of course hours: 6 CM + 6 TD

Number of course credits: 2

Description:

Human Resources - Master's degree, 2nd year

Course title in English: International Mobility and Expatriation

Course code: D-MSCRH-S3-10

Level and semester: 5th year, fall semester

Number of course hours: 7 CM

Number of course credits: 2

Description:

Course title in English: Career and Team Management in an International Environment

Course code: D-MSCRH-S3-17

Level and semester: 5th year, fall semester

Number of course hours: 7 CM + 6 TD

Number of course credits: 3

Description:

International Management, Economics and Business

Ethics - Bachelor's degree

Course title in English: Languages - English

Course code: D-LGIEE-S1-1

Level and semester: 1st year, fall semester

Number of course hours: 36 TD

Number of course credits: 4

Description:

Course title in English: Languages - French for non-French-speakers

Course code: D-LGIEE-S1-17

Level and semester: 1st year, fall semester

Number of course hours: 20 TD

Number of course credits: 2

Description:

Course title in English: Principles of Accounting I

Course code: D-LGIEE-S1-3

Level and semester: 1st year, fall semester

Number of course hours: 48 CM + 6 TD

Number of course credits: 6

Description:

The aim of this course is to provide students with the core notions of financial accounting:

Evolution of accounting; Annual accounts: balance sheet, income statement, appendices; Accounting principles; Accounting organizational structure; Customer cycle – sales; Supplier cycle – purchases; VAT; Taxes; Staff costs; Liquidities; Fixed assets; Stock; Inventory operations.

Course title in English: Introduction to Economic Analysis

Course code: D-LGIEE-S1-5

Level and semester: 1st year, fall semester

Number of course hours: 20 CM + 10 TD

Number of course credits: 3

Description:

The aim of this course is to provide students with the core notions of economic analysis:

Fundamental concepts; The law of diminishing marginal utility; Supply, demand, arbitrage; Production; Exchange and division of labor; Money and monetary prices; The origin and nature of interest rates.

Course title in English: History of Economic Thought

Course code: D-LGIEE-S1-7

Level and semester: 1st year, fall semester

Number of course hours: 14 CM + 6 TD

Number of course credits: 2

Description:

The historical framework of economic activity; From Antiquity to Adam Smith; The synthesis of the Middle Ages: scholasticism; Mercantilism: rebirth of the State and the Political Economy; Adam Smith and the Scottish School; Locke, Hobbes, Hume; Economic thought in the 19th century: the development of liberal thought and its reactions (the English school and the French school/ French and German socialism); Economic Thinking in the 20th Century.

Course title in English: Mathematics for Economics and Management

Course code: D-LGIEE-S1-10

Level and semester: 1st year, fall semester

Number of course hours: 24 CM + 12 TD

Number of course credits: 4

Description:

This course aims to provide the student with basic knowledge in linear algebra and function analysis up to integral calculus. The applications are oriented towards economics and management:

Introduction to the use of Excel in mathematics; Affine functions; Linear algebra: vector spaces in $\mathbb{R}^n$, elementary matrix calculation, matrix inversion invertible matrix, linear systems, diagonalization; Functions: continuity/limits; Derivatives, primitives; Logarithmic and exponential functions; Trigonometric functions; Integral calculation: primitives and integrals, practical calculation, integration by parts, change of variables, average value, series and volumes, integrals over open and bounded intervals.

Course title in English: Ethics

Course code: D-LGIEE-S1-9

Level and semester: 1st year, fall semester

Number of course hours: 16 CM + 8 TD

Number of course credits: 2

Description:

This course is an introduction to various theories of ethics complemented by an introduction to psychology (moral cognitive development). Students will carry out exercises and case studies as well as a group project for which they will analyze a cinematographic work, addressing an ethical question, preferably concerning the ethics of business, or relating to questions of human dignity. The main concepts observed during the course are the following:

Introduction to Ethics; Development and moral identity; Ethics of virtues; Christian morality; Ethics & utilitarianism: the paradigm shift; Liberalism and ethics, the social contract.

The philosophers studied during the course: Plato, Aristotle, Confucius, Augustin, St Thomas, J. Locke, D. Hume, I. Kant, J. Bentham, J.S. Mill, J. Rawls, C.S. Lewis, and L. Kohlberg.

Course title in English: Research methodology

Course code: D-LGIEE-S1-11

Level and semester: 1st year, fall semester

Number of course hours: 12 TD

Number of course credits: 1

Description:

The purpose of the course is to introduce to students the fundamentals of academic work, such as taking notes, making a synthesis note, producing a text commentary, writing an analysis and or a thorough and logical synthesis of documents (texts, graphics), making bibliographical searches (knowing how to select works, articles and sites, order them, quote them, reference them and avoid plagiarism) in the context of a personal or group project. The course is also teaching various methods of solving a practical case (management or ethics), preparing and succeeding its oral presentation in foreign language, preparing and succeeding a defense and giving oneself the means to carry out an effective work (develop own learning strategies, time and stress management, improve concentration).

Course title in English: Principles of Management & Corporate Social Responsibility**Course code:** D-LGIEE-S1-12**Level and semester:** 1st year, fall semester**Number of course hours:** 32 CM + 16 TD**Number of course credits:** 6**Description:**

The objective of this course is to introduce to students the basics of management, to show that ideas on management apply to most areas of human activity, not just to commercial enterprises, and to make the topic attractive to students with various backgrounds and diverse career intentions. The course is designed to teach students the fundamentals of management as they are practiced today:

Managing in Organizations; Models of Management; Organization Cultures and Contexts; Managing Internationally; Corporate Responsibility

Course title in English: Languages - English**Course code:** D-LGIEE-S1-1**Level and semester:** 1st year, spring semester**Number of course hours:** 36 TD**Number of course credits:** 4**Description:****Course title in English: Microeconomic Principles****Course code:** D-LGIEE-S2-6**Level and semester:** 1st year, spring semester**Number of course hours:** 24 CM + 16 TD**Number of course credits:** 5**Description:**

This course conveys the main tools of standard microeconomic analysis in consumption theory, production theory, partial and general equilibrium analysis. The course consists of three parts:

1. Consumption theory:
 - Consumers and optimizing behaviour based on subjective preferences
 - Optimal consumption bundles based on budget constraints and utility functions
 - The law of demand
 - Individual demand and market demand
2. Production theory:
 - Technology and production functions
 - Cost minimization and profit maximization
 - Supply in a competitive market
 - Supply in a monopolistic market
3. Market analysis:
 - Partial and general equilibrium
 - Consumer and producer surplus in a competitive and monopolistic market
 - Deadweight loss from monopoly and interventions into the market

Course title in English: Statistics for Economics and Management**Course code:** D-LGIEE-S2-7**Level and semester:** 1st year, spring semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Description:**

The goal of this course is to introduce to students the essential methods and concepts of descriptive statistics. Students will learn how to collect, summarize, analyze, and interpret data using graphical and numerical methods. This course covers descriptive statistics, simple linear regression, probability, time series analysis and random variables.

- Data: Categorical and Quantitative Data, Cross-Sectional and Time Series Data.
- Descriptive Statistics: Tabular and Graphical Presentations.
- Measures of Location: Mean, Median, Mode and Quartiles.
- Measures of Variability: Range, Interquartile Range, Variance and Standard Deviation.
- z-Scores and Chebyshev's Theorem.
- Five-Number Summary and Box Plot.
- Measures of Association Between Two Variables: Covariance and Correlation Coefficient.
- Probabilities: Combinations and Permutations.
- Events and Their Probabilities.
- Conditional Probability and Independent Events.
- Bayes Theorem.
- Discrete Probability Distributions.
- Binomial, Poisson, and Hypergeometric Probability Distributions.
- Continuous Probability Distributions.
- Uniform, Normal and Exponential Probability Distributions.
- Introduction to time series analysis.

Course title in English: Logic

Course code: D-LGIEE-S2-8

Level and semester: 1st year, spring semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

- Introduction
- Avoiding the Question
- Making Assumptions
- Statistical Fallacies
- Propaganda

Course title in English: Social Doctrine of the Church: Intercultural Approach

Course code: D-LGIEE-S2-9

Level and semester: 1st year, spring semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

The course presents the Catholic Social Teaching (CST): its biblical foundations as well as the encyclicals from Rerum Novarum (Leo XIII) to Laudato Si (Francis). CST principles and themes are discussed, including aspects of business, politics, and economy. Many excerpts from documents as well as scientific articles will be analyzed. The aim is to link theoretical principles to managerial practices and interculturality in a concrete way. Interventions by company professionals involved in this process may be organized. The key chapters cover:

- History and authority of Catholic social doctrine;
- Rights and responsibilities;
- CST themes and principles;
- CST in the world of enterprise and enterprise (in particular anthropology of work, wages and working conditions);
- The vocation of the entrepreneur, the executive, and the Christian entrepreneur.

Course title in English: Foundations of Law**Course code:** D-LGIEE-S2-11**Level and semester:** 1st year, spring semester**Number of course hours:** 12 CM + 8 TD**Number of course credits:** 2**Description:**

Law and sources of Law:

- What is law?
- The sources of law. Natural law and positive law
- The foundations of the French and Anglo-Saxon legal systems: civil code versus common law

The internal courseification of Law

- Public law
- Private law
- Criminal law

Law enforcement, conflicts of law

- Law enforcement in space
- Enforcement over time

Course title in English: Digital Transformation and Sustainability**Course code:** D-LGIEE-S2-12**Level and semester:** 1st year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

The course introduces the problematics of omnipresent digitalization, its impact on business and people's lives. How technologies transform industries? How new business models built on digital technologies might have a positive impact on sustainability? What are the best practices of applying technologies to reducing the footprint in production, etc. The overview of the current state of digital transformation within various industries appeals to reflections about the future of technologies and related economic development. The following topics are covered within the course:

- Introduction: Digital transformation: Is it omnipresent? Can any business avoid it?
- Technological disruption and its implications for economies, politics, and daily life of common people;
- Information Wars;
- Data analysis to Artificial Intelligence, data driven management;
- Sustainable business models and digital transformation.

Course title in English: Professionalization**Course code:** D-LGIEE-S2-13**Level and semester:** 1st year, spring semester**Number of course hours:** 12 TD**Number of course credits:** 1**Description:**

This course enables students to develop their professional and personal project and to discover the enterprises' daily functioning and structure.

- Jobs and internships.
- CV and motivation letter.
- "Jobs Fair".
- Interviews, candidates' selection, job offers.
- Rules and ethics of business behavior.

Course title in English: Languages - English**Course code:** D-LGIEE-S3-1**Level and semester:** 2nd year, fall semester**Number of course hours:** 24 TD**Number of course credits:** 2**Description:****Course title in English: Financial Analysis****Course code:** D-LGIEE-S3-4**Level and semester:** 2nd year, fall semester**Number of course hours:** 32 CM + 20 TD**Number of course credits:** 6**Description:**

The objective of this course is to give a solid background of Corporate Finance in terms of theory and techniques (with French and UK/US approaches) enabling students to perform standard techniques used in companies and financial institution. Interested students can follow up by joining master's in finance (in France and abroad).

Fundamentals of Corporate Finance are covered, enabling students to identify where to dig deeper depending on their area of interests (towards company, bank, insurance, financial markets or even financial investments).

Key chapters cover the following topics:

- Financial statement analysis,
- Financial decision-making,
- Time value of money,
- Investment decision rules,
- Fundamentals of capital and investment budgeting.

Course title in English: Macroeconomic Principles**Course code:** D-LGIEE-S3-5**Level and semester:** 2nd year, fall semester**Number of course hours:** 24 CM + 16 TD**Number of course credits:** 5**Description:**

1. The fundamentals of macroeconomic development in the long-term (courseical) perspective;
2. The fundamentals of short-term macroeconomic fluctuations from a Keynesian perspective as well as alternative points of view.

The first part is structured as follows:

- Introduction to Macroeconomics
- Measuring a Nation's Income and the Cost of Living
- Production and Growth
- Saving, Investment and Financial Institutions
- Unemployment
- The Monetary System
- Money Growth and Inflation

The second part is structured as follows:

- Introduction to Keynesian Economics: the circular flow model
- The Keynesian Multiplier
- The IS-LM Model
- The Business cycles and policy responses within the IS-LM framework
- Unintended consequences of policy responses
- Monetary policy as a potential cause of business cycles from a Monetarist and Austrian perspective

Course title in English: Entrepreneurship and the Economic Theory of the Firm

Course code: D-LGIEE-S3-6

Level and semester: 2nd year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

This course analyzes the role of the entrepreneur in economic theory.

- Historical foundations of the theory of entrepreneurship (Cantillon, Say, Menger)
- Entrepreneur as a fundamental player in economic development (Schumpeter)
- Uncertainty and risk at Knight
- Mises' theory of entrepreneur
- Theory of the firm (Coase)
- Theory of discovery of entrepreneurial opportunities (Kirzner)
- Entrepreneurial judgment (Klein)

The authors studied are Menger, Schumpeter, Mises, Knight, Rothbard, Kirzner, Coase, Klein, Foss...

Course title in English: Mathematics for Economics and Management II

Course code: D-LGIEE-S3-7

Level and semester: 2nd year, fall semester

Number of course hours: 24 CM + 12 TD

Number of course credits: 4

Description:

This course aims to deepen the knowledge of the student in mathematics, especially the study of functions of several variables, optimization, and Matrices. Also, it introduces inferential statistics, how to draw conclusions from data and how to estimate parameters of a population using sampling and confidence intervals.

Functions of several variables:

- Partial derivative of a function of several variables.
- Unconstrained optimisation.
- Constrained optimisation.
- Lagrange multipliers.

Matrices:

- Basic matrix operations.
- Matrix inversion.
- Determinant of a matrix.
- Linear systems.
- Cramer's rule.

Inferential statistics:

- Student and chi-squared distributions.
- Sampling distribution.
- Point estimation.
- Central limit theorem.
- Estimation using confidence interval.

Hypothesis tests.

Course title in English: Business Law

Course code: D-LGIEE-S3-11

Level and semester: 2nd year, fall semester

Number of course hours: 14 CM + 6 TD

Number of course credits: 2

Description:

- Law of Contracts
- Tort law
- Case law on contracts and commercial disputes in Anglo-Saxon business law

Course title in English: Transversal Workshop**Course code:** D-LGIEE-S2-17**Level and semester:** 2nd year, fall semester**Number of course hours:** 20 TD**Number of course credits:** 2**Description:** Workshop centered activities linked to an introduction to environmental and sustainable development.**Course title in English: Career Development****Course code:** D-LGIEE-S3-9**Level and semester:** 2nd year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

The aim of this course is to help students build and formalize their professional project. This course includes individual support for students in their search for an internship.

Course title in English: Principles of Marketing**Course code:** D-LGIEE-S3-10**Level and semester:** 2nd year, fall semester**Number of course hours:** 20 CM + 10 TD**Number of course credits:** 3**Description:**

This course provides students with an overview of the marketing function with an emphasis on creating value through marketing, consumer behavior, pricing strategies, marketing channels, and various methods of mix marketing.

- An overview of marketing history and theory
- The marketing environment
- Consumer behavior
- Organizational buyer behavior
- Market segmentation, targeting and positioning
- Customer relationship marketing (CRM)
- Branding and product development
- Product innovation and the life-cycle approach.
- Promotion
- Pricing
- Distribution

Course title in English: Languages - Business English**Course code:** D-LGIEE-S4-3**Level and semester:** 2nd year, spring semester**Number of course hours:** 20 TD**Number of course credits:** 2**Description:**

Course title in English: Management Accounting**Course code:** D-LGIEE-S4-93**Level and semester:** 2nd year, spring semester**Number of course hours:** 32 CM + 16TD**Number of course credits:** 6**Description:****Course title in English: International Economics****Course code:** D-LGIEE-S4-6**Level and semester:** 2nd year, spring semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Description:**

The aim of the course is to cover the fundamentals of the theories and empirics of international trade. It provides an overview of the reasons why trade exists at all, why one can expect the flow of trade to conform to certain patterns and how the allocation of productive resources in each country is correspondingly affected, as well as the effects of legal obstacles to trade and their origins. Students should then be able to understand the age-old free trade vs protectionism controversy and its present significance, and what is at stake in the development of international institutions. It is structured as follows:

- Introduction to the World Economy
- International Institutions since WWII
- Comparative Advantages and the Gains from Trade
- More Reasons to Trade
- Tariffs and Quotas
- Commercial Policy
- Labor and Environmental Standards

Course title in English: Corporate Law**Course code:** D-LGIEE-S4-8**Level and semester:** 2nd year, spring semester**Number of course hours:** 14 CM + 6 TD**Number of course credits:** 2**Description:**

This course covers the principles and fundamentals of Corporate Law:

- Company Law
- Legal Method and Legal Reasoning
- Corporate Governance
- Law and Finance, Project Finance
- Competition Law
- Corporate Reconstruction
- Comparative Public Law
- Bankruptcy Law

Course title in English: European Business Law**Course code:** D-LGIEE-S4-9**Level and semester:** 2nd year, spring semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Description:**

- General Principles of European Business Law
- Organization of the European Business Court
- European judicial procedure

- European contract law
- European jurisprudence on commercial contracts and disputes

Course title in English: Market Research and Analysis

Course code: D-LGIEE-S4-10

Level and semester: 2nd year, spring semester

Number of course hours: 16 CM + 8 TD

Number of course credits: 2

Description:

The course provides students from diverse academic backgrounds with fundamentals skills in collecting and analyzing data for making optimal business decisions.

By the end of this course, students will be able to:

- Plan market research design through a clear step-by-step process
- Define a clear and answerable research question
- Formulate a questionnaire and collect quantitative data through convenience and/or snowball sampling
- Shape a clear interview guide
- Conduct a focus group and a semi-directive interview
- Conduct a correlation analysis and a simple linear regression and interpret the results

Course title in English: Digital Project Management

Course code: D-LGIEE-S4-11

Level and semester: 2nd year, spring semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

The course is divided into 2 main parts: the first one introduces the basics of project management methods widely used within digital organizations and digital projects, like agile and scrum. Within the second part of the course, the students will choose the digital project applied to a real need of a real business. The final project should present the project plan and the budget of digital optimization developed to resolve a real business problem.

Course title in English: Monetary and Financial Economics: A Christian Approach

Course code: D-LGIEE-S4-5

Level and semester: 2nd year, spring semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

The course presents the main monetary mechanisms, and highlights their implications from the Christian and ethical point of view. We will first analyze the general characteristics of economic goods that serve as currencies. Then we study in some detail the monetary exchanges, respectively the monetary prices, which will lead us to consider the causes of inflation and deflation. Next, we will examine the state's interventions as to their motivations, techniques, and consequences. We will conclude with an analysis of the impact of monetary creation on overall production and economic culture. In the practical part, we will study the thought of the early Christian theorists of money (Nicolas Oresme, St Thomas, Juan de Mariana) and other texts of monetary theory.

- The nature of money
- Monetary exchanges
- Mechanisms of inflation and deflation
- State intervention and monetary creation: techniques, motivations and consequences
- Monetary creation and ethical problems

Course title in English: Fundamental Anthropology**Course code:** D-LGIEE-S4-12**Level and semester:** 2nd year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

After defining the concept of anthropology, the course will explore the history of the discipline and its spectrum. After a short review of the basics of Christian theology, we will discover the Christian anthropology and its implications in the political, social and economic fields. The issues of freedom and responsibility, the definition of human rights will be investigated from the standpoint of CST. The course will browse through various other anthropological theories in a historical perspective from antiquity (Plato and Aristotle), via the Middle Ages (Aquinas) and through Enlightenment philosophers (Rousseau, La Mettrie, Holbach) as well as Kant and Hume, and more contemporary thinkers (Churchland and Singer). Finally, themes such as transhumanism and other life and human dignity issues may be tackled.

- What is anthropology?
- History of anthropology
- The Human Nature in Antiquity
- Christian anthropology: an integral ecology
- The mechanical vision of Man
- Life issues and human dignity
- The individual person and society - Transhumanism

Course title in English: Languages - Business English**Course code:** D-LGIEE-S5-1**Level and semester:** 3rd year, fall semester**Number of course hours:** 36 TD**Number of course credits:** 4**Description:****Course title in English: Management of Operations and Supply Chains****Course code:** D-LGIEE-S5-2**Level and semester:** 3rd year, fall semester**Number of course hours:** 32 CM + 16 TD**Number of course credits:** 6**Description:**

The objective of this course is to give an initial knowledge in terms of theory and techniques enabling students to perform standard techniques used in all departments and, eventually, to strengthen this introduction into real expertise by joining master's in Supply Chain, Purchasing or Logistics (in France and abroad). Key chapters cover:

- Operations and Supply Chains strategies,
- Process choice and layout in Manufacturing,
- Business process,
- Quality Management,
- Capacity Management,
- Purchasing/Supply Management,
- Logistics,
- Inventory management.

Course title in English: International Business Environment and Sustainability**Course code:** D-LGIEE-S5-3**Level and semester:** 3rd year, fall semester**Number of course hours:** 24 CM + 12 TD

Number of course credits: 4

Description:

The aim of the course is to explore, taking a multidisciplinary approach, the various dimensions of the phenomenon known as “globalization”, as it affects international business management. The course provides an empirical overview of recent world economic integration while puts special emphasis on the remaining national differences that international business managers need to be familiar with. Insights from economists, sociologists, lawyers, political philosophers and ethicists are mobilized to assess the significance for businesses of national differences in economic development, cultures, religions, ethical views and their relationships. In addition, it introduces basic notions belonging to the international financial field, in complement to the analysis of international trade they have been exposed to during the 1st semester International Economics course. The course is structured as follows:

- Overview of Globalization
- National Differences in Economic, Legal and Political Systems
- National Differences in Economic Development
- Differences in Culture
- Ethical Dilemmas for International Businesses
- The Foreign Exchange Market
- The International Monetary System

Course title in English: Anglo-Saxon Business Law

Course code:

Level and semester: 3rd year, fall semester

Number of course hours: 24 CM + 12 TD

Number of course credits: 4

Description:

- The foundations of Anglo-Saxon legal systems: Common Law
- The organization of Anglo-Saxon commercial courts
- Contract law
- Tort law
- Case law on contracts and commercial disputes in Anglo-Saxon business law

Course title in English: Game Theory for Business

Course code: D-LGIEE-S5-4

Level and semester: 3rd year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

- General Introduction to the Module: Concepts and Typology
- Strategy and structural analysis
- Market analysis and game theory: the price structure
- Competition as the prisoner’s dilemma
- Maximin’s Strategy

Course title in English: Entrepreneurship, Leadership and Decision-Making

Course code: D-LGIEE-S5-5

Level and semester: 3rd year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

- The changing business world and the failure of the traditional management.
- Management models: Principles of coordination and decision making, motivation and objective setting.

- The company of the future: changing the nature of work.
- From idea to project. Project based approach.
- Moneyball. The nature of entrepreneurship.
- Case study and Peer-to-peer evaluation.

Course title in English: Business and Commercial Planning

Course code: D-LGIEE-S5-6

Level and semester: 3rd year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

This course aims to provide students with tools and frameworks to develop an efficient business plan for an entrepreneurial project. After completing this course, students will be able:

- To understand how to build a business plan
- To report on the economic viability of the project
- To define a marketing and overall budget
- To present their project in a written form and orally to future partners and collaborators.

Course title in English: Business Ethics and Corporate Social Responsibility

Course code: D-LGIEE-S5-7

Level and semester: 3rd year, fall semester

Number of course hours: 24 CM + 12 TD

Number of course credits: 4

Description:

The course presents the fundamentals of business ethics and corporate social responsibility (the main theories). The course also allows you to discover the tools for making ethical decisions (methods and analytical tools): The aim of the course is to prepare students to make practical use of these tools to support ethical decision-making through case studies of cultures and sectors. It prepares you for advanced courses (Ethic of virtues).

- Main ethical theories
- Case study principles, ethical analysis
- CSR
- Ethics and strategy
- Marketing ethics
- Environmental ethics
- Financial ethics
- Employers and employees

Course title in English: European Integration and Sustainable Growth

Course code: D-LGIEE-S6-3

Level and semester: 3rd year, spring semester

Number of course hours: 16 CM + 8 TD

Number of course credits: 2

Description:

- European integration: history and institutions
- Economics of preferential trade liberalization
- Growth effects of economic integration
- Competition, trade and the common agricultural policies
- European monetary integration and fiscal policy convergence
- Sustainable growth: ambivalence of European integration

Course title in English: Virtues Ethics**Course code:** D-LGIEE-S6-4**Level and semester:** 3rd year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

This course is a general introduction to the ethics of virtue. Its objective is twofold: to familiarize students with the main texts dealing with the ethics of the virtues in the scholastic tradition and to stimulate personal reflection on the virtues in Christian leadership.

The course begins with the study of chapters of Ethics in Nicomachus (Aristotle), short extracts from the Confessions (Saint Augustine) and the Summa Theologica (Saint Thomas). It continues with the discussion of modern philosophers, mainly Anglo-Saxons, GEM Anscombe, A. McIntyre, Ph. Foot, J. Annas, and R. Hursthouse.

In order to stimulate the process of personal reflection and to develop a vision of one's own role as a manager or entrepreneur in the service of the common good, a detailed study of vices and virtues will follow (based on the excellent book by A. Young DeKondyke and the Fathers of the Church). The course concludes with case studies illustrating the relationships between Catholic social doctrine, business ethics and the ethics of virtue.

- Aristotle: the search for happiness
- Vices and virtues: Christian ethical tradition
- Renewal of the ethics of virtues in the Anglo-Saxon world in the XX-XXI centuries
- Ethics of Virtues and Leadership (Corporate)
- Business Ethics: Virtue and Catholic Social Doctrine: Case Studies

Course title in English: Financial Markets and Institutions**Course code:** D-LGIEE-S6-5**Level and semester:** 3rd year, spring semester**Number of course hours:** 24 CM + 12 TD**Number of course credits:** 4**Description:**

This module introduces various types of financial institutions and their role in society including banks, insurance companies and investment management firms. It provides an overview of the major financial markets (money market, capital market and derivative market) and products (stocks, bonds, money market instruments), and how they are related to each other and to financial institutions.

- Introduction: presentation of the different institutions (markets, banks, asset managers etc.), some statistics
- Capital Market: Stock and Bond Market, pricing (and elements of micro- structure), valuation, risk measurement and profile.
- Money Market: Risk, valuation, the role of the interbank market
- Foreign Exchange Market: Role and determinant.
- Banking institution: Balance sheet analysis, Fractional reserve banking system, the Central bank (role, mission and tools), regulation (Basel)
- Investment Funds: Typology, risk, structure

Course title in English: Data Analysis for Management**Course code:** D-LGIEE-S6-6**Level and semester:** 3rd year, spring semester**Number of course hours:** 16 CM + 8 TD**Number of course credits:** 2**Description:**

The goal of this course is to learn how to make data-driven decisions in the world that overloaded with data, how to understand and communicate with analysts and turn insights into solutions.

- ETL process (extract, transform, load) basics and SQL basics

- Data visualization
- Data exploration
- Inferential statistics
- Forecasting

Course title in English: International Trade and Strategy

Course code: D-LGIEE-S6-7

Level and semester: 3rd year, spring semester

Number of course hours: 32 CM + 16 TD

Number of course credits: 6

Description:

The overall objective of this course is to provide students with an understanding of the essential principles and tools of international strategic management with a view to developing the knowledge, skills, and awareness inherent in an international practice in an international context. It is structured around a series of topics that contribute to the emergence of a comprehensive framework and methodology for addressing international development and challenges encountered in the formulation and implementation of firm's internationalization. This course is divided in two blocks.

A first block with the aims to:

- Highlight the key stages of strategic thinking.
- Gives students synthetic elements on the different stages of the strategic diagnosis.
- Enable students to use the main tools at their disposal in carrying out strategic thinking.
- Introduce the concepts to implement a strategic plan in at the different levels of the company.

The second block aims:

- To define the strategic choices of internationalization of a company.
- To explore the organizational variation of the strategy by showing the International strategic options to be followed.
- To analyze the different forms of organizational change and propose an internationalization approach.
- To discover and understand the international strategies of companies.
- To understand how an international strategy is formulated within the company.

Course title in English: International Marketing

Course code: D-LGIEE-S6-1

Level and semester: 3rd year, spring semester

Number of course hours: 24 CM + 16 TD

Number of course credits: 5

Description:

The course is based on collaborative learning. It fosters the development of critical thinking through discussion, clarification of ideas, and evaluation of others' ideas, which is crucial for designing robust global marketing programs. The course is a mixture of lectures and discussions in course as well as group exercises and presentations in course. Real world examples and cases are used to illustrate international marketing concepts. Students will accomplish two major group assignments that will be graded. Each team will present their findings to the course.

- Global marketing in the firm
- Initiation of internationalization
- Internationalization theories
- Global marketing research
- The political and economic environment
- The sociocultural environment

- The international market selection process

Course title in English: Digital Marketing

Course code: D-LGIEE-S6-8

Level and semester: 3rd year, spring semester

Number of course hours: 20 CM + 16 TD

Number of course credits: 4

Description:

The course explores several aspects of the new digital marketing environment, including topics such as digital marketing strategy and analytics, search engine optimization, social media, influence and content marketing

- Marketing in a digital world
- Digital marketing and strategic communication
- Digital marketing analytics: theory and practice:
 - Identify the web analytic tool for your specific needs
 - Understand valid and reliable ways to collect, analyze, and visualize data from the web
 - Utilize data in decision making for agencies, organizations, or clients
- Growth hacking
- Digital media strategies
- Social media marketing
- Content marketing
- Influence marketing
- Search Engine Optimisation, Search Engine Advertising

Course title in English: Advanced Accounting Management

Course code: D-LGIEE-S6-9

Level and semester: 3rd year, spring semester

Number of course hours: 24 CM + 12 TD

Number of course credits: 4

Description:

Advanced elements of management accounting are covered, from a theoretical and technical standpoint. The course highlights the importance and the impact that management accounting brings to operational departments inside companies, from selling business units to production lines efficiency, illustrated by numerous examples and simulations. Key topics include:

- Customer profitability analysis,
- Motivation and budgets,
- Variance and management control,
- Overhead variances and management control,
- Yield, mix and quantity effects.

Course title in English: Anglo-Saxon General Accounting

Course code: D-LGIEE-S6-11

Level and semester: 3rd year, spring semester

Number of course hours: 32 CM + 16 TD

Number of course credits: 6

Description:

The objective of this course is to do the equivalent of the two French accounting modules seen the previous year by detailing all the accounting practices of British companies:

- Introduction to accounting,
- Ancillary books (purchase, sale, cash...),
- Accounting transactions (purchase, sales, VAT, etc.) entries,

- Recognition of investments (depreciations, etc.),
- Valuation of stocks (adjustment entries...),
- Provisions (stocks, customers, etc.) and deferred payments (prepaid expenses, down payment, etc.),
- Bank reconciliation and other reconciliations,
- Specific accountabilities (production account, cost center, profit center...).

Course title in English: Financial Theory: Corporate Finance and Portfolio Management

Course code: D-LGIEE-S6-10

Level and semester: 3rd year, spring semester

Number of course hours: 24CM + 16TD

Number of course credits: 5

Description:

This module introduces the various types of financial theories in the field of portfolio management and corporate finance.

- Introduction: risk, return, of an asset and of a portfolio of assets (concept of diversification)
- Market Model, systematic vs specific risk
- Efficient Portfolio and Markowitz theory (with and without a risk-free asset). Tobin separation theory
- CAPM Model
- Method of Equity and Firm Valuation (Gordon Shapiro – DCF model)
- Financing structure of a firm, Modigliani-Miller Theorem
- Market Efficiency Hypothesis
- Behavioral finance and technical analysis

Master's of Business Administration (MBA)

Concentration in Global and Sustainable Business Management

Course title in English: Quantitative analysis techniques

Course code: D-MGBA-S1-23

Level and semester: 4th year, fall semester

Number of course hours: 16 CM + 8 TD

Number of course credits: 3

Description:

Course title in English: Fundamentals of Business Economics

Course code: D-MGBA-S1-18

Level and semester: 4th year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

Economics is a way of thinking about the world –and the world is always changing. Economists have developed a set of simple but widely applicable concepts and principles that are useful for understanding economic situations ranging from decisions that individuals make every day to decisions made by firms and governments in complex markets. This course provides an overview of economic analysis, with an emphasis on firms and their operating environment.

Topics in this course include supply, demand, and market equilibrium; elasticity, the choice problem; production and costs; perfectly competitive markets; imperfectly competitive markets; monopoly and monopolistic competition; oligopoly and game theory; overview of macroeconomics (such as GDP and GNP), and labor and capital markets.

By the end of this course, students will be able to

- Apply the elasticity model,
- Apply the supply and demand model,
- Describe types of competitive markets.

Course title in English: Philosophy of Management and Organisations

Course code: D-MGBA-S1-24

Level and semester: 4th year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 3

Description:

This course explores organization management through an ethical lens. Students are introduced to leading theories in business ethics and philosophical underpinnings of business research. By the end of this course, students will be able to:

- identify a model of action that highlights the main emphases of the key ethical theories
- critically evaluate the strengths and weaknesses of three key theories of ethics
- apply theories effectively to typical business dilemmas.

Course title in English: Project Management

Course code: D-MGBA-S1-25

Level and semester: 4th year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

Course title in English: Principles of Financial Accounting**Course code:** D-MGBA-S1-19**Level and semester:** 4th year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 3**Description:**

This course explains the logic of the accounting information system, the analysis of transactions by companies and the underlying issues; to describe the process of accounting harmonization currently ongoing at the international level; to show the importance of financial accounting for decision making, the consolidated accounts and the importance of financial analysis of financial statements produced by companies; to allow to control some basic tools of financial analysis. By the end of the course, students will be able to

- Identify the business organizations and the accounting information users.
- Identify and prepare the Classification of Balance Sheet -assets, liabilities and owners' equity accounts.
- Build the Trial Balance by using the accounting equation to analyses transactions.
- Prepare the financial statements by recognizing and reporting revenues and expenses when they occurred.
- Prepare the content and purpose of the post-closing trial balance that are carrying forward to the next accounting period.

Course title in English: Corporate Finance**Course code:** D-MGBA-S1-17**Level and semester:** 4th year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Prerequisites:** Computing skills, especially fundamental spreadsheet skills**Description:**

Students are presented with a conceptual framework for understanding and addressing problems commonly faced by corporate decision-makers and are provided opportunities to apply these concepts to contemporary business situations. Topics covered in the course include, but are not limited to:

- Time value of money,
- The relationship between risk and return including the capital asset pricing model,
- The valuation and role of debt and equity,
- Capital budgeting/project evaluation techniques,
- Cost of capital,
- Real options, company valuation, and capital structure decisions.

Course title in English: International Business Economics**Course code:** D-MGBA-S1-26**Level and semester:** 4th year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 3**Description:****Course title in English: Marketing and Consumer Behavior****Course code:** D-MGBA-S1-22**Level and semester:** 4th year, fall semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

Course title in English: Innovation Management

Course code: D-MGBA-S1-20

Level and semester: 4th year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 3

Description:

Course title in English: Digital Transformation

Course code: D-MGBA-S1-21

Level and semester: 4th year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

Course title in English: Working Life Basics

Course code: D-MGBA-S1-27

Level and semester: 4th year, fall semester

Number of course hours: 5 CM + 5 TD

Number of course credits: 2

Description:

Course title in English: Business Strategy

Course code: D-MGBA-S2-18

Level and semester: 4th year, spring semester

Number of course hours: 16 CM + 8 TD

Number of course credits: 3

Description:

Course title in English: Fundamentals of Ethics

Course code: D-MGBA-S2-19

Level and semester: 4th year, spring semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

This course explores organization management through an ethical lens. Students are introduced to leading theories in business ethics and philosophical underpinnings of business research. By the end of this course, students will be able to

- identify a model of action that highlights the main emphases of the key ethical theories
- critically evaluate the strengths and weaknesses of three key theories of ethics
- apply theories effectively to typical business dilemmas.

Course title in English: Financial Statements Analysis, Trust and Responsibility

Course code: D-MGBA-S2-20

Level and semester: 4th year, spring semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 3

Description:

Course title in English: Managerial Accounting**Course code:** D-MGBA-S2-21**Level and semester:** 4th year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

This course provides key concepts and tools in cost accounting, analyzes the interrelations between costs relationships and organizational activity changes, helps students understand how managerial accounting may assist in planning for the future and in analyzing past activities. By the end of this course, students will be able to:

- Define managerial accounting;
- Define cost drivers and calculate cost behavior;
- Use cost-volume-profit analysis in decision-making;
- Set-up and use Activity-Based Costing;
- Decide when information is relevant;
- Execute variance analysis;
- Understand, define, and implement management control systems and responsibility accounting;
- Implement job-costing and process-costing systems.

Course title in English: International Strategy**Course code:** D-MGBA-S2-22**Level and semester:** 4th year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 3**Description:**

Today's interconnected and dynamic global business environment, organizations must develop and execute effective international strategies to stay competitive and thrive. The "International Strategy for Global Business" course is designed to equip MBA students with the knowledge and skills required to navigate the complexities of international markets, manage cross-border operations, and create sustainable global business strategies.

Course Objectives:

- Understanding Globalization: Explore the drivers and implications of globalization, and how it has reshaped the business landscape. Analyze the opportunities and challenges associated with global expansion.
 - Market Entry Strategies: Learn various market entry modes, including exporting, joint ventures, mergers and acquisitions, and greenfield investments. Evaluate the suitability of each entry strategy in different international contexts.
 - International Business Environment: Examine the political, economic, legal, and cultural factors that impact international business. Understand the role of international institutions and trade agreements in global commerce.
 - Global Competitive Analysis: Conduct competitive analysis in the global marketplace. Assess the strategies of multinational corporations and local competitors. Identify sources of sustainable competitive advantage.
 - Cross-Cultural Management: Develop skills to manage culturally diverse teams and work effectively in a global setting. Explore communication strategies and leadership approaches for cross-cultural contexts.
- Risk Management: Analyze the risks associated with international business operations, including political, economic, and legal risks. Learn strategies to mitigate and manage these risks.
- Global Strategic Planning: Formulate and implement international business strategies. Explore strategic frameworks and tools for decision-making in a global context.
 - Corporate Social Responsibility: Examine the role of ethical and sustainable practices in global business. Understand the importance of corporate social responsibility (CSR) in international strategy.

Course title in English: International Marketing**Course code:** D-MGBA-S2-23**Level and semester:** 4th year, spring semester**Number of course hours:** 12 CM + 6 TD**Number of course credits:** 2**Description:**

The "International Marketing Strategy" course is designed to provide MBA students with a comprehensive understanding of the principles, strategies, and challenges of marketing in the global marketplace. In an era of globalization, effective international marketing is essential for organizations seeking to expand their reach, tap into new markets, and gain a competitive advantage on a global scale.

Course Objectives:

- **Global Marketing Landscape:** Explore the evolution of global markets and the impact of globalization on marketing. Understand the interconnectedness of markets and the opportunities it presents.
- **Market Entry and Expansion:** Learn how to select and enter international markets, whether through exporting, franchising, licensing, joint ventures, or wholly-owned subsidiaries. Evaluate market selection criteria and market entry strategies.
- **Cultural Analysis:** Develop skills in analyzing and understanding different cultures, including their impact on consumer behavior, marketing communication, and product localization.
- **Market Research and Analysis:** Explore effective methods for international market research, including identifying market trends, consumer preferences, and competitive intelligence.
- **Global Consumer Behavior:** Gain insights into the complexities of consumer behavior in international markets. Analyze how cultural, social, and economic factors influence consumer choices.
- **International Product and Service Strategies:** Understand the strategies for adapting and standardizing products and services in various markets. Consider the challenges and opportunities of product localization.
- **International Pricing and Distribution:** Learn about pricing strategies and distribution channels in global markets. Explore how currency fluctuations and market conditions affect pricing decisions.
- **Global Marketing Communication:** Develop skills in crafting effective international marketing communication campaigns. Explore cross-cultural advertising, digital marketing, and branding strategies.

Course title in English: Change Management

Course code: D-MGBA-S2-24

Level and semester: 4th year, spring semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 3

Description:

The "Change Management Strategies" course is designed to equip MBA students with the knowledge, skills, and tools required to effectively plan, lead, and implement organizational change. In today's dynamic business environment, organizations must adapt and innovate to remain competitive. This course prepares students to become effective change agents, capable of driving positive transformations within organizations.

Course Objectives:

- **Understanding Change:** Explore the theories and models of change management, including the reasons behind organizational change and the impact on stakeholders.
- **Change Leadership:** Develop leadership skills to guide teams and organizations through change. Learn how to inspire, motivate, and manage resistance during the change process.
- **Change Planning and Strategy:** Understand how to create a comprehensive change management plan, including assessing the need for change, setting objectives, and identifying key performance indicators.
- **Change Communication:** Develop effective communication strategies to convey the reasons for change, address concerns, and maintain transparency with stakeholders.
- **Change Implementation:** Study the practical aspects of implementing change, including resource allocation, project management, and monitoring progress.
- **Employee Engagement and Resistance Management:** Learn how to engage employees in the change process, address resistance, and build a supportive culture for change.
- **Change Evaluation and Feedback:** Evaluate the success of change initiatives by measuring outcomes and gathering feedback. Use this data to fine-tune future change strategies.
- **Change in a Global Context:** Explore how cultural, social, and economic factors influence change management in international and cross-cultural settings.

Course title in English: Consulting I

Course code: D-MGBA-S2-25

Level and semester: 4th year, spring semester

Number of course hours: 10 CM + 5 TD

Number of course credits: 2

Description:

The "Consulting Skills and Techniques I" course is designed to introduce MBA students to the fundamentals of management consulting. In today's business world, consulting is a critical service that organizations seek to improve performance, solve complex problems, and drive strategic change. This course provides students with the foundational skills and knowledge necessary to excel in the consulting industry.

Course Objectives:

- Introduction to Consulting: Gain an understanding of the role and importance of management consultants in various industries. Explore the different types of consulting, including strategy, operations, and technology consulting.
- Consulting Frameworks: Learn and apply consulting frameworks and methodologies used to address business challenges, make recommendations, and implement solutions.
- Client Relationship Management: Develop skills in building and maintaining client relationships, including effective communication, rapport-building, and managing client expectations.
- Problem-Solving and Analysis: Learn how to identify, analyze, and define business problems and opportunities. Use data and research to support recommendations and solutions.
- Consulting Tools and Techniques: Explore tools and techniques such as SWOT analysis, root cause analysis, and stakeholder mapping used by consultants to assess and address business issues.
- Project Management: Understand the basics of project management, including scope, timeline, and resource management. Learn how to create and manage project plans.
- Presentation and Communication Skills: Enhance presentation and communication skills to effectively convey findings and recommendations to clients.
- Ethical and Professional Considerations: Discuss the ethical and professional responsibilities of consultants, including confidentiality, conflicts of interest, and integrity.

Course title in English: Supply Chain Management

Course code: D-MGBA-S2-3

Level and semester: 4th year, spring semester

Number of course hours: 16 CM + 8 TD

Number of course credits: 3

Description:

Upon successful completion of this course, students will be able to:

- Develop your culture on supply chain management and its ecosystem,
- Get a clear understanding of the main components of supply chain management,
- Understand what it is at stake from the retailer and from the logistics provider perspective.

Course title in English: Negotiation

Course code: D-MGBA-S3-1

Level and semester: 5th year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 3

Description:

This course introduces and gives students practice with principle-based tools and techniques to reach agreements across varied cultures with an emphasis on different negotiation situations from a simple negotiation role play to a complex renewable energy case.

Best practices from the most famous negotiators of ancient history ("the Phoenicians") are studied and used as a methodology, including the role of a third party in resolving conflict. The cross-cultural elements are based on the multicultural experiences, research studies and real-life experiences of the instructor. The course is highly interactive (about 70% of the course work). Participants learn through role plays, as well as readings and case study analysis.

By the end of this course, students will be able to:

- Negotiate in distributive, integrative and transcendental ways;
- Choose the negotiation method that is most contextually appropriate;
- Evaluate influential factors when dealing in a simple negotiation and a more complex one involving different stakeholders such as in the case of a renewable energy negotiation situation.

Course title in English: Corporate Sustainability

Course code D-MGBA-S3-16
Level and semester: 5th year, fall semester
Number of course hours: 12 CM + 6 TD
Number of course credits: 3
Description:

Course title in English: Renewables Energy Business
Course code: D-MGBA-S3-23
Level and semester: 5th year, fall semester
Number of course hours: 8 CM + 4 TD
Number of course credits: 2
Description:

Course title in English: Managing Social and Human Capital
Course code: D-MGBA-S3-26
Level and semester: 5th year, fall semester
Number of course hours: 12 CM + 6 TD
Number of course credits: 3
Description:

Course title in English: International Trade
Course code: D-MGBA-S3-27
Level and semester: 5th year, fall semester
Number of course hours: 14 CM + 6 TD
Number of course credits: 2
Description:

Course title in English: Audit
Course code: D-MGBA-S3-28
Level and semester: 5th year, fall semester
Number of course hours: 12 CM + 6 TD
Number of course credits: 2
Description:

Course title in English: Coaching
Course code: D-MGBA-S3-29
Level and semester: 5th year, fall semester
Number of course hours: 12 CM + 6 TD
Number of course credits: 2
Description:

Course title in English: Consulting II
Course code: D-MGBA-S3-36
Level and semester: 5th year, fall semester
Number of course hours: 10 CM + 5 TD

Number of course credits: 1

Description:

Course title in English: International Accounting Issues

Course code: D-MGBA-S3-8

Level and semester: 5th year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Description:

Course title in English: Fiscal and Financial Policies and Procedures in Europe

Course code: D-MGBA-S3-9

Level and semester: 5th year, fall semester

Number of course hours: 8 CM + 4 TD

Number of course credits: 1

Description:

Course title in English: Corporate Treasury and Cash Management

Course code: D-MGBA-S3-31

Level and semester: 5th year, fall semester

Number of course hours: 8 CM + 4 TD

Number of course credits: 1

Prerequisites: Corporate Finance, Managerial Accounting

Description:

This course provides an overview of the fundamentals of cash management and of the banking system in the context of cash management. It also explores liquidity management in its broadest sense and many of the more advanced tools and techniques available to cash managers. Finally, the course provides an insight into broader aspects of the treasury function. Students will focus on cash management, allowing them to appreciate the importance of and techniques relevant to cash management for corporate treasury. The qualification is designed to assist the understanding of both banks and corporate organizations.

Course title in English: The Business of Investment Banks

Course code: D-MGBA-S3-32

Level and semester: 5th year, fall semester

Number of course hours: 8 CM + 4 TD

Number of course credits: 1

Prerequisites: Corporate Finance

Description:

This course is the study of investment banking beginning with strategic planning and financial management; moving to the analysis, financing and valuation of investment opportunities; and finishing with the study of corporate governance and ethical issues faced by investment bankers. This course examines the primary functions of investment banking such as mergers & acquisitions (M&A), leveraged buyouts (LBO) and corporate restructuring. By the end of this course, students will:

- Have a general overview about the goals and main areas of corporate finance.
- Understand how investment banks can help in achieving these goals.
- Have a sound understanding of how to assess the value creation potential of various investment projects.
- Be able to approximate the value of a firm from an income, market and cost perspective.
- Have an in-depth understanding of long-term financing via equity and debts and their related costs.
- Be familiar how capital structure choices influence the value of a firm.

- Understand special topics in Corporate Finance like Mergers & Acquisitions, corporate restructurings, LBOs and corporate governance.

Course title in English: Consumer Buying Behavior in Niche Markets

Course code: D-MGBA-S3-25

Level and semester: 5th year, fall semester

Number of course hours: 12 CM + 6 TD

Number of course credits: 2

Prerequisites: Markets and Marketing, Business Strategy

Description:

In this course, students will develop and understand the many aspects of consumer behavior and its applications in niche marketing. This course applies knowledge from areas such as psychology, sociology, anthropology, and economics to describe and understand how consumers are likely to behave. Consumer behavior attempts to understand the consumption activities of individuals as opposed to markets. Topics include:

- The impact of purchase involvement on consumer decision making.
- The various of kinds of decision models used by consumers.
- How research and consumer behavior is used in market analysis.
- The influence of culture on consumer behavior.
- The assumptions about the nature of society that play a role in marketing decisions.