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INM

**NORMANDIE
BUSINESS SCHOOL**



OLD SCHOOL ■ YOUNG MIND



COURSE OFFER 2021-2022

Important information to keep in mind when choosing courses or modules.

1. EM Normandie offers 2 major programmes:

- Master in Management (Grande Ecole Programme)
- Bachelor in Management International (BMI)

Master in Management consists of 5 years of studies:

3 years undergraduate + 2 years of graduate.

Starting from the 1st year of graduate studies (Year 4) students choose tracks which are equivalent to specializations.

2. You cannot mix courses from different semesters, different specializations and different levels of study.

3. Sometimes courses are offered within modules and if you want to take these courses you will have to take the entire module. Please ask if you are not sure.

4. Additional languages are: Spanish, Italian, German, Portuguese, Russian, Chinese, Arabic, Korean. However, a minimum number of students is required to open a class. Language courses (except English) are taught 15 hours in e-learning and 30 hours in-class format per semester.

5. EM Normandie imposes no minimum requirement as to the number of credits for exchange students because you will follow your home university's academic obligations. If the course is indicated as NCB (Non-credit bearing), it means that no credits are awarded for this course.

6. Courses **with a light blue background** are mandatory for dual degree students in BMI Year 3 and Master in Management Year 5 and have to be taken on top of the courses/modules offered in the programme. Please note that some specializations in the Master in Management programme have limited spots for dual-degree students. If we have more applicants than places, applications will be reviewed. Non-elected students will be offered an alternative programme.

7. Each course is validated by acquiring ECTS (European Credit Transfer System).

8. On undergraduate level classes **in italics and with a deep grey background** are electives, and you can choose up to two per semester in Year 2 and 1 elective in Year 3.

In Year 5 of graduate level classes **in italics and with a deep grey background** are electives, and you can choose up to 2 electives per semester. An elective taught on one campus is streamlined/available on other campuses online.

9. In all Master in Management Year 5 specializations there is a possibility to enroll as a dual degree student.

10. Please be informed that there may be slight changes in this course offer.



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UNDERGRADUATE PROGRAMMES YEAR 2 - YEAR 3



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Master in Management, Undergraduate Year 2 NEW

Caen Campus

FALL SEMESTER	
Course title	Credits
Financial Analysis	5
Economics Policies	5
Marketing of Services	5
<i>EU and Innovation</i>	5
<i>History of Social Facts</i>	5
<i>General Knowledge : AI</i>	5
Information and Technology Management	5
Citizen Project	NCB
English	NCB
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
UK Labour Law	5
Sociology & Theory of Organizations	5
Statistics 2	5
<i>Working in Multicultural Teams</i>	5
<i>Sensory Market Applications</i>	5
<i>Introduction to Change Management</i>	5
Information and Technology Management	5
Internship	3
Citizen Project	NCB
English	NCB
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management, Undergraduate Year 3 NEW

Caen Campus

FALL SEMESTER	
Course title	Credits
Statistics	5
Project Management	5
Geopolitics	5
Sociology and Organisational Theory	5
Labour Law	5
Basics of Innovation and Technology	5
Management	5
English	NCB
French as a Foreign Language	NCB
Career Path	NCB



SPRING SEMESTER	
Course title	Credits
Applied and Alternative Economy	5
Organisational Behaviour & Management	5
Consumer Management	5
Strategy	5
Management Control	5
<i>Basics of International Trade</i>	5
<i>Entertainment Marketing</i>	5
<i>Digital Transformation and 4.0 Industry</i>	5
English	NCB
Internship	3
Responsible Project	NCB
French as a Foreign Language	NCB

Bachelor in Management, International Business, Undergraduate Year 3

Le Havre Campus

FALL SEMESTER	
Course title	Credits
*SAS (Marketing, Finance, Accounting, Spreadsheet, Business Game in Strategy)	NCB
International Press Review	3
International Business Law	3
International Marketing	4
International Trade	4
Career Path	2
International Logistics	4
Innovative Trends	3
International Organisational Behaviour	4
Business Intelligence	3
<i>Sales Technics</i>	4
French as a Foreign Language	NCB
Additional Language course	NCB



SPRING SEMESTER	
Course title	Credits
Business Ethics (compliance)	2
HRM (labour law, staff delegation)	2
International Finance (Financial Analysis 15H/Controlling 15H)	2
Entrepreneurship & Business Plan	3
Global Negotiations	2
Customer Satisfaction Management	2
Cultural Intelligence	2
Managing Global Teams	2
<i>New Trends in Marketing</i>	6
<i>Becoming a Transformational Leader</i>	6
<i>Research Methods & Thesis</i>	10
Professionnal Contest	3
French as a Foreign Language	NCB
Additional Language course	NCB

*Mandatory for all students and lasts for first two weeks of the semester before other courses



NCB - Non Credit Bearing

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Master in Management, Undergraduate Year 2

Oxford Campus

FALL SEMESTER	
Course title	Credits
Financial Analysis	5
Economics Policies	5
Marketing of Services	5
<i>International Business</i>	5
<i>Working in Multicultural Teams</i>	5
<i>General Knowledge: The UK</i>	5
<i>Management of UK Sport</i>	5
Innovation and Technology Management - Data Management and Cybersecurity	5
English	NCB
Associations	NCB
Additional Language course	NCB
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
Employment Law	5
Sociology & Theory of Organizations	5
Statistics 2	5
<i>Organisational Communications</i>	5
<i>Working in Multicultural Teams</i>	5
<i>General Knowledge: AI</i>	5
<i>Management of UK Creative Industries</i>	5
Innovation and Technology Management - Webmarketing	5
English	NCB
Internship	3
Associations	NCB
Additional Language course	NCB
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management, Undergraduate Year 3

Oxford Campus

FALL SEMESTER	
Course title	Credits
Statistics	5
Sociology and Organisational Theory	5
Employment Law	5
Geopolitics	5
Project Management	5
Innovation and Technology Management - the Fundamentals	5
English	NCB
Career Path	NCB
Additional Language course	NCB
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
Applied and Alternative Economy	5
Organisational Behaviour and Management	5
Consumer Behavior	5
Strategy	5
Cost Control	5
<i>Business in Post-Brexit Europe</i>	5
<i>Understanding Climate Change</i>	5
<i>Digital Transformation and 4.0 Industry</i>	5
English	NCB
Internship	3
Responsible Management Project	NCB
Additional Language course	NCB
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management, Undergraduate Year 2 NEW

Dublin Campus

FALL SEMESTER	
Course title	Credits
Financial Analysis	5
Economics Policies	5
Marketing of Services	5
<i>Business Ethics</i>	5
<i>Organisational Communications</i>	5
<i>Reinforcement of English</i>	5
Information and Technology Management	5
English	NCB
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
Employment Law	5
Sociology & Theory of Organizations	5
Statistics 2	5
<i>European Union and Innovation</i>	5
<i>Intercultural Marketing and Brand Management</i>	5
<i>Reinforcement of English</i>	5
Internship	3
Information and Technology Management - Webmarketing	5
Citizen Project or Student Club	NCB
English	NCB
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management, Undergraduate Year 3 NEW

Dublin Campus

FALL SEMESTER	
Course title	Credits
Statistics	5
Labour Law	5
Geopolitics	5
Project Management	5
Sociology and Organisational Theory	5
Basics of Innovation and Technology Management	5
English	NCB
Career Path	NCB
Additional Language course	NCB
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
Applied and Alternative Economy	5
Organisational Behaviour and Management	5
Consumer Management	5
Strategy	5
Management Control	5
<i>Digital Transformation and 4.0 Industry</i>	5
<i>Understanding Climate Change</i>	5
<i>Working in Multicultural Teams</i>	5
<i>Reinforcement of English</i>	5
Internship	3
English	NCB
Responsible Project	NCB
Additional Language course	NCB
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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GRADUATE PROGRAMMES YEAR 4 - YEAR 5



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Master in Management: International Management - Global Track, Graduate Year 4

Le Havre & Oxford Campus

FALL SEMESTER	
Course title	Credits
International Accounting Standards and Financial Management	5
Cross Cultural Marketing	5
Management & Leadership	5
Innovation and Business Intelligence	5
International Trade, Purchasing and Logistics + International Business and Strategy	5
European Competition Law	5
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
Business Plan	5
Digital Marketing Strategy	5
Excel Macros & VBA	5
Organizational Development & Change	5
Doing Business in a Changing World: New Challenges and Opportunities	5
Competing in Emerging Economies	5
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management: International Management - Global Track, Graduate Year 4 **NEW** Dublin Campus

FALL SEMESTER	
Course title	Credits
International Accounting Standards and Financial Management	5
Cross Cultural Marketing	5
Management & Leadership	5
Innovation and Business Intelligence	5
International Trade, Purchasing and Logistics + International Business and Strategy	5
European Competition Law	5
Optional Consulting Project	5
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
Business Plan	5
Digital Marketing Strategy	5
Excel Macros & VBA	5
Organizational Development & Change	5
Doing Business in a Changing World: New Challenges and Opportunities	5
Competing in Emerging Economies	5
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management: Digital sales - Graduate Year 5 NEW

Dublin Campus

FALL SEMESTER	
Course title	Credits
Digital Onboarding/ Digital Market and Consumers	5
Business Plan in the Digital Era	5
Data Driven Decision Making	5
Business Negotiation : Skills and Strategies	5
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
PROFESSIONAL SKILLS 1	5
Research Methods	
Career Development	
Business Game	
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
Selling Techniques	5
E-Commerce and Digital Entrepreneurship	5
Team Sales Force Management	5
Digital Ethics and Privacy	5
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
PROFESSIONAL SKILLS 2	3
Career Development	
Sales Contest 1	
French as a Foreign Language	NCB
Work Experience	15
Master Thesis	12



NCB - Non Credit Bearing

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Master in Management: Strategy and Consulting - Graduate Year 5

Paris - Dublin Campus **NEW**

FALL SEMESTER PARIS	
Course title	Credits
*SAS (Strategy, Finance, Research Methods)	NCB
Business, Government and Society	5
Sustainable Strategies	5
Impact Investing and Social Entrepreneurship	5
Leading People and Teams	5
Sustainable Supply Chains	5
Responsible and Contemporary Management	5
PROFESSIONAL DEVELOPMENT TRAINING	
Learning Expedition	
French as a Foreign Language	NCB

*Mandatory for all students



SPRING SEMESTER DUBLIN	
Course title	Credits
Creativity and Innovation	5
Digital Transformation	5
Megatrends, Industry 4.0 and Information Systems	5
Leading Organizational Change	5
Agile Project Management	5
Interpersonal Skills and Professional Behaviour	5
PROFESSIONAL DEVELOPMENT TRAINING	16
Career Path: Talent Check	
Internships (6 months)	
French as a Foreign Language	NCB
Master Thesis	12



NCB - Non Credit Bearing

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Master in Management: International Business - Graduate Year 5

Le Havre Campus

FALL SEMESTER	
Course title	Credits
Advanced International Business (I) & Trade Marketing	5
Intercultural Management	5
International Finance	5
International Human Resources Management	5
International Marketing	5
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
PROFESSIONAL SKILLS 1	5
Research Methods	
Career Development	
International Business Contest 1	
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
OPERATIONS MANAGEMENT	5
International Operations Management	
Management of Emerging Markets	
STRATEGIC THINKING	5
Strategic Management	
Corporate Social Responsibility	
ADVANCED INTERNATIONAL BUSINESS (II)	5
International Business Negotiations	
International Project Management	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
PROFESSIONAL SKILLS 2	5
International Business Law	
Career Development	
International Business Contest 2	
French as a Foreign Language	NCB
Master Thesis Week	NCB
Internship	15
Master Thesis	12



NCB - Non Credit Bearing

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Master in Management: International Logistics and Port Management - Graduate Year 5

Le Havre Campus

FALL SEMESTER	
Course title	Credits
PRINCIPLES OF SUPPLY CHAIN	5
Basics of Logistics and Supply Chain	
Strategic Sourcing	
Sustainable Warehouse and Distribution Management	
COORDINATION IN SUPPLY CHAIN	5
Operations Management	
Integrating the Supply Chain	
SUPPLY CHAIN FINANCE	5
Cost and Revenue Management	
Supply Chain Audit	
LOGISTICS PERFORMANCE	5
Quality Management	
Process Engineering	
Negotiation	
Excel	
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
PROFESSIONALIZATION AND RESEARCH	5
Professional Techniques 1	NCB
Career Preparation	NCB
Research Methodology	
Business Case Competition 1	
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
LOGISTICS AND INTERNATIONAL TRADE	5
Basics of Transportation and International Trade	
Legal Aspects of Logistics	
Risk and Crisis Management in Industry 4.0	
DEMAND AND SUPPLY IN MANAGEMENT	5
Demand Management	
Supply Management	
SUPPLY CHAIN PERFORMANCE	5
Value Optimization in the Era of Digitalization	
Value Chain Management	
SUPPLY CHAIN AND NEW TECHNOLOGIES	5
Information Technologies for Logistics Operations	
SAP Project and Logistics Simulation	
Digital Project Management	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
PROFESSIONALIZATION AND RESEARCH	
Professional Techniques 2	NCB
Business Case Competition 2	3
Master Thesis	12
Career Preparation/Job Research Methodology	1
INTERNSHIP	15
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management: Supply Chain Management - Graduate Year 5

Le Havre Campus

FALL SEMESTER	
Course title	Credits
PRINCIPLES OF SUPPLY CHAIN	5
Basics of Logistics and Supply Chain	
Strategic Sourcing	
Sustainable Warehouse and Distribution Management	
COORDINATION IN SUPPLY CHAIN	5
Operations Management	
Integrating the Supply Chain	
SUPPLY CHAIN FINANCE	5
Cost and Revenue Management	
Supply Chain Audit	
LOGISTICS PERFORMANCE	5
Quality Management	
Process Engineering	
Negotiation	
Excel	
<i>Digitalisation and Corporate Finance</i>	5
<i>Change Management and Organizational Transformation</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
PROFESSIONALIZATION AND RESEARCH	5
Professional Techniques 1	NCB
Career Preparation	NCB
Research Methodology	
Business Case Competition 1	
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
LOGISTICS AND INTERNATIONAL TRADE	5
Basics of Transportation and International Trade	
Legal Aspects of Logistics	
Risk and Crisis Management in Industry 4.0	
DEMAND AND SUPPLY IN MANAGEMENT	5
Demand Management	
Supply Management	
SUPPLY CHAIN PERFORMANCE	5
Value Optimization in the Era of Digitalization	
Value Chain Management	
SUPPLY CHAIN AND NEW TECHNOLOGIES	5
Information Technologies for Logistics Operations	
SAP Project and Logistics Simulation	
Digital Project Management	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
PROFESSIONALIZATION AND RESEARCH	
Professional Techniques 2	NCB
Business Case Competition 2	3
Master Thesis	12
Career Preparation/Job Research Methodology	1
INTERNSHIP	15
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management: Banking, Finance and Fintech - Graduate Year 5

Oxford Campus

FALL SEMESTER	
Course title	Credits
INTRODUCTION TO PROGRAMME	5
Fundamentals of Accounting & Finance	
Business Analytics Applying 'R'	
Quantitative Methods for Finance	
BANKING I: RETAIL BANKING	5
Introduction to Banking	
Consumer and SME Banking	
Managerial Accounting	
BANKING II: MERGERS & ACQUISITIONS OF INVESTMENT BANKING	5
Corporate Finance & Investment decisions	
Accounting & Financial Statement Analysis	
FINTECH I: EMERGING SECTOR	5
Evolution and Industrial Organisation of the Fintech Sector	
Entrepreneurship Applied to Financial Services	
FINTECH II: CODING FOR FINANCE AND FINTECH	5
Object Oriented Programming: Methodology and Coding	
CONNECTING TO THE REAL WORLD I	5
Banking Business Context: Root Causes of the Decline of the Western Order	
Challenge 1: FINTECH	
Preparing for Research in Banking & Fintech: Research Methods	3
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
BANKING III: INVESTMENT PRODUCTS	5
Financial Instruments (Derivatives, Fixed Income Investments)	
BANKING IV: COMPLIANCE	5
Banking Regulations	
Tax and Legal Aspects in Banking	
BANKING V: OPERATIONAL RISK MANAGEMENT	5
Audit & Risk Management	
Banking IT Systems: Architecture & Data Security	
BANKING VI: FIDUCIARY RESPONSIBILITY	5
Ethics and Corporate Governance	
Asset Management	
FINTECH III: ADVANCED TOOLS	5
Project Management in Technology	
Blockchain	
CONNECTING TO THE REAL WORLD II	5
Banking Business Context: Scenario Planning in the New Order	
Challenge 2: Banking	
Site Visit Banks/Fintech in London	
Master Thesis	12
INTERNSHIP	15
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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Master in Management: International Events Management - Graduate Year 5

Paris Campus

FALL SEMESTER	
Course title	Credits
EVENTS ENVIRONMENT	5
Events Industry and Field Visits	
Sustainable Development	
EVENTS COMMUNICATION	5
Event Communication	
Graphics and Photoshop	
EVENTS PROJECT MANAGEMENT	5
International Project Management	
EVENTS IMPLEMENTATION	5
Budget and Bidding	
Leading International Teams	
Experience the Event	
DIGITALISATION OF EVENTS	5
Digital and Mobile Marketing	
Event Production	
Challenge #1 (Contest)	
Career Path	NCB
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
Research Methodology	3
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
EVENTS MARKETING	5
Fundraising	
Event driven Destination Management	
Sponsorship and Partnership	
Marketing Analytics	
EVENTS MANAGEMENT	5
HRM in Events	
Legal Risks and Opportunities	
Risk and Safety Management	
EVENTS IN PRACTICE	5
Challenge #2 (Contest)	
Sales and Negotiation	
Field Visits (incl. learning expedition)*	
PERSONAL AND PROFESSIONAL DEVELOPMENT	5
InDesign	
Emotions and Conflict Management	
Fostering Creativity	
Career Path	1
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
INTERNSHIP	15
Master Thesis	12
French as a Foreign Language	NCB



NCB - Non Credit Bearing

EXCHANGE STUDENTS can come in Fall or for a year only.

*Attention: Spring semester includes a mandatory for Dual Degree students learning expedition organised by students with a cost of up to 1 000€ (20% reimbursed by EM Normandie, conditions apply).
For more information, please contact incoming@em-normandie.fr.

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Master in Management: Marketing and Digital in Luxury and Lifestyle - Graduate Year 5

Paris Campus

FALL SEMESTER	
Course title	Credits
PERSONAL DEVELOPMENT	3
Career Path	NCB
Research Methodology	3
Chinese Language (optional)	NCB
MARKETING ACTIVATION IN LUXURY	5
Building a Collection in Luxury	
Merchandising and Netchandising in Luxury	
Retail and Omnichannel in Luxury	
COMMUNICATION AND DIGITAL IN LUXURY	5
Communication Corporate and Event Project	
Social Media, E-reputation and Influence in Luxury	
DIGITAL DEVELOPMENT IN LUXURY	5
Digital Marketing Strategy and Project	
Web Development in Luxury	
HERITAGE IN LUXURY	5
French Touch and Savoir Faire	
Fashion and Design	
INNOVATION IN LUXURY	5
Experiential Luxury	
Digital Native Monobrand Experimentation	
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
BUSINESS MODELS IN LUXURY	5
Comparative Strategy in Luxury	
Supply Chain Management and Sourcing in Fashion and Luxury	
BRAND MANAGEMENT AND RESPONSABILITY IN LUXURY	5
Brand Management in Luxury	
Ethics and Sustainability in Luxury	
ECONOMIC PERFORMANCE IN LUXURY	5
Monitoring KPI of Digital Marketing Strategies	
Finance and Budget in Luxury	
INTERNATIONAL ENVIRONMENT IN LUXURY	5
New Consumers in Luxury	
Human Resources Policy in an International Environment	
Legal International Environment in Luxury and Intellectual Property	
PERSONAL DEVELOPMENT	1
Career Path and Visit in Italian Fashion*	1
Chinese Language (optional)	NCB
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (14.0)</i>	5
INTERNSHIP	15
Master Thesis	12
French as a Foreign Language	NCB



NCB - Non Credit Bearing

EXCHANGE STUDENTS can come in Fall or for a year only.

*Attention: Spring semester includes a mandatory study trip to Milan for Dual Degree students with a cost of 500€ for hotel, flight, visits.

For more information, please contact incoming@em-normandie.fr.

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Master in Management: International Marketing and Business Development - Graduate Year 5 **NEW**

Caen Campus

FALL SEMESTER	
Course title	Credits
INTERNATIONAL MARKETING PROCESSES	5
Marketing management	
Cases of international marketing	
INTERNATIONAL OPERATIONS MANAGEMENT	5
International Contracts	
International Payment Means and Financial Risks	
International Logistics	
CROSS-NATIONAL BUSINESS	5
Cross-Cultural Management*	
International Business Negotiation	
MARKET RESEARCH	5
International Market Research Techniques	
INTERNATIONAL MARKETING IN PRACTICE	5
Business Challenge	
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
Research Methodology	3
Career Path	NCB
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
DIGITAL MARKETING AND SERVICES MARKETING	5
E-commerce, Web-Marketing and Mobile Marketing	
International Services Marketing	
MARKETING INNOVATION	5
New Product Development	
Brand Marketing	
INTERNATIONAL BUSINESS DEVELOPMENT	5
Strategy and Company International Development	
International Project Management	
INTERNATIONAL BUSINESS DEVELOPMENT IN PRACTICE	5
Business Game**	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
Career Path	1
INTERNSHIP	15
Master Thesis	12
French as a Foreign Language	NCB



NCB - Non Credit Bearing

*Visit of students from partner HTWR University in Saarbrücken, Germany in November

**Study tour to partner HTWR University in Saarbrücken, Germany in Spring with company visits and cultural events. Trip related expenses borne by the program. Group of maximum 40 students

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Master in Management: Financial Data Management - Graduate Year 5

Caen Campus

FALL SEMESTER	
Course title	Credits
DATA AND FINANCIAL DECISIONS	5
Advanced financial analysis	
Selecting investment and financing modes	
FINANCIAL MECANISMS	5
Accounts consolidation technique & IFRS	
Financial stakes of mergers & acquisitions operations	
DATA ARCHITECTURE & GOVERNANCE	5
Digital transformation and data management	
Evolution of key corporate information systems	
STRATEGIC DEPLOYMENT	5
Strategy & mastering risks	
Managing computing project	
PROFESSIONAL DEVELOPMENT	5
Finance Bootcamp & Research partnership - 4 weeks x 6h.	
Junior consulting project - 4 weeks x 3h.	
Career path	NCB
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
Research Methodology	3
French as a Foreign Language	NCB



SPRING SEMESTER	
Course title	Credits
Decision making & predictive analysis tools	5
Budget modelisation & simulation	
Statistics applied to Finance	
PERFORMANCE MODELING	5
Key indicators & common reference	
Management controlling & social M.C. methods	
FINANCIAL MANAGEMENT	5
Management reporting and communication	
Leading cross-cultural teams & communication	
DATA MANAGEMENT	5
Cyber security, data ethics & CSR	
Data crunching	
CAREER PATH	1
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
INTERNSHIP	15
Master Thesis	12
French as a Foreign Language	NCB



NCB - Non Credit Bearing

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UNDERGRADUATE PROGRAMMES YEAR 2 - YEAR 3



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Master in Management, Undergraduate Year 3

Caen Campus

FALL SEMESTER	
Course title	Credits
Statistiques - Maths Financières	5
Démarche Marketing	5
Analyse FI/des Coûts	5
Droit du Travail et des Contrats	5
Management de l'information et des technologies : les fondamentaux	5
Géopolitique	5
Anglais	NCB
Parcours carrière	NCB
Anglais Renforcé ou autres langues optionnelles	NCB



SPRING SEMESTER	
Course title	Credits
Economie Alternative et Appliquée	5
Comportement Organisationnel & Management	5
Comportement du Consommateur	5
Stratégie	5
Contrôle de Gestion	5
<i>Comprendre le Dérèglement Climatique et Agir pour la Transition</i>	5
<i>Pensées Stratégies Comparées</i>	5
<i>FIT (Finance, Investissement, Trésorerie)</i>	5
<i>Entertainment Marketing (in English)</i>	5
<i>Transformation Digitale et Industrie 4.0</i>	5
<i>Basics of International Trade (in English)</i>	5
Anglais	NCB
Stage	3
Projet Responsable	NCB



NCB - Non Credit Bearing

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Master in Management, Undergraduate Year 3

Le Havre Campus

FALL SEMESTER	
Course title	Credits
Statistiques - Maths Financières	5
Démarche Marketing	5
Analyse FI/des Coûts	5
Droit du Travail et des Contrats	5
Géopolitique	5
Management de l'information et des technologies	5
Anglais	NCB
Parcours Carrière	NCB
Anglais renforcé ou autre langue optionnelle	NCB



SPRING SEMESTER	
Course title	Credits
Economie Alternative et Appliquée	5
Comportement Organisationnel & Management	5
Comportement du Consommateur	5
Stratégie	5
Contrôle de Gestion	5
<i>Comprendre le Dérèglement Climatique et Agir Pour la Transition</i>	5
<i>FIT (Finance, Investissement, Trésorerie)</i>	5
<i>Transformation Digitale et Industrie 4.0</i>	5
Anglais	NCB
Stage	3
Projet responsable	NCB
Anglais renforcé ou autre langue optionnelle	NCB



NCB - Non Credit Bearing

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Bachelor in Management, Logistique et Commerce International

Undergraduate Year 3

Le Havre Campus

FALL SEMESTER	
Course title	Credits
*SAS (Marketing, comptabilité/finance, culture juridique, ressources documentaires, tableur, business game)	NCB
AFFAIRES INTERNATIONALES	13
Droit International des Affaires	
Revue de Presse Internationale	
Marketing International	
Droit des Transports	
MANAGEMENT	5
Management d'Equipes Internationales	
Parcours Carrière	
SUPPLY CHAIN MANAGEMENT	12
Logistique Industrielle	
Tableur	
Achat	
LANGUES ET DEVELOPPEMENT	
Test Voltaire	NCB
Anglais	NCB
Autre langue Optionnelle	NCB
Méthodologie de la Recherche	NCB



SPRING SEMESTER	
Course title	Credits
AFFAIRES INTERNATIONALES	6
Ethique des Affaires	
Analyse Financière	
Business Plan	
Challenge	
TRANSPORTS INTERNATIONAUX	9
Commerce International	
Transport Maritime	
Transport Multi-Modal	
SUPPLY CHAIN MANAGEMENT	5
Supply Chain Management	
Logistique 4.0 (SAP/digitalisation/VMS)	
LANGUES ET DEVELOPPEMENT	
Intégrité Académique	NCB
Anglais	NCB
Autre Langue Optionnelle	NCB
MÉMOIRE	10

* Obligatoire pour tous les étudiants



NCB - Non Credit Bearing

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Master in Management, Undergraduate Year 3 NEW

Paris Campus

FALL SEMESTER	
Course title	Credits
Statistiques	5
Sociologie et Théorie des Organisations	5
Gestion de Projet	5
Droit du Travail	5
Management de l'information et des technologies: les Fondamentaux	5
Anglais	NCB
Parcours Carrière	NCB
Anglais renforcé ou autre langue optionnelle	NCB



SPRING SEMESTER	
Course title	Credits
Economie Alternative et Appliquée	5
Comportement Organisationnel & Management	5
Comportement du Consommateur	5
Stratégie	5
Contrôle de Gestion	5
<i>Comprendre le dérèglement climatique et agir pour la transition</i>	5
<i>FIT (Finance, Investissement, Trésorerie)</i>	5
<i>Transformation digitale et industrie 4.0</i>	5
<i>Pensées Stratégies Comparées</i>	5
<i>Entertainment Marketing (in English)</i>	5
<i>Basics of International Trade (in English)</i>	5
Stage	3
Projet responsable	NCB
Anglais	NCB
Anglais renforcé ou autre langue optionnelle	NCB



NCB - Non Credit Bearing

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GRADUATE PROGRAMMES YEAR 4 - YEAR 5



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Master in Management, Graduate Year 4

Le Havre Campus

FALL SEMESTER	
Course title	Credits
CORE COURSES	15
GRH pour manager & Leadership	
Eléments Financiers du Business Plan	
Innovation et Intelligence Economique	
Culture Digitale	
English	
TRACK MARKETING	15
Brand Development	
Brand Management	
Business Game Marketing	
TRACK FINANCE	15
Gestion Financière	
Comptabilité Multi-normes et Fiscalité	
Business Game Finance	
TRACK LOGISTIQUE	15
Commerce International, Achats & Logistique	
Supply Chain Management	
Business Game Logistique	



Here is how it works:

You can choose a track with a specialisation along with core courses and it will give you 30 ECTS in total.

TRACK: CORE+MARKETING	30
TRACK: CORE+FINANCE	30
TRACK: CORE+LOGISTIQUE	30



NCB - Non Credit Bearing

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Master in Management, Graduate Year 4

Caen Campus

FALL SEMESTER	
Course title	Credits
CORE COURSES	15
GRH pour manager & leadership	
Eléments Financiers du Business Plan	
Innovation et Intelligence Economique	
Culture Digitale	
English	
TRACK MARKETING	15
Brand Development	
Brand Management	
Business Game Marketing	
TRACK FINANCE	15
Gestion Financière	
Comptabilité Multi-normes et Fiscalité	
Business Game Finance	
TRACK ENTREPREUNARIAT/INNOVATION	15
Business Model	
Management de l'Innovation	
Business Game ou Challenge	



Here is how it works:

You can choose a track with a specialisation along with core courses and it will give you 30 ECTS in total.

TRACK: CORE+MARKETING	30
TRACK: CORE+FINANCE	30
TRACK: CORE+CORE+ENTREPREUNARIAT/ INNOVATION	30



NCB - Non Credit Bearing

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Master in Management: Supply Chain, Logistique, Innovations - Graduate Year 5

Le Havre Campus

FALL SEMESTER	
Course title	Credits
FONDAMENTAUX DE LA SUPPLY CHAIN	5
Introduction à la Supply Chain	
Management des achats et approvisionnements	
Management de la chaîne d'approvisionnement	
MANAGEMENT OPERATIONS	5
Management des entrepôts et de la distribution	
Management de la demande et la production	
COORDINATION EN SUPPLY CHAIN MANAGEMENT	5
Management de la supply chain intégrée	
Négociation	
Management des processus et des flux	
PERFORMANCE LOGISTIQUE	5
Management de la qualité	
Audit logistique	
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
PROFESSIONALISATION	8
Méthodologie de la Recherche	
Techniques professionnelles & Excel	
Anglais	
Parcours carrière	
Challenge 1	



SPRING SEMESTER	
Course title	Credits
LOGISTIQUE ET COMMERCE INTERNATIONAL	5
Management des opérations de commerce	
Stratégies de logistique durable	
Procédures douanières	
TRANSPORT INTERNATIONAL	5
Transport multimodal	
Transport maritime et stratégies d'affaire	
Management des opérations portuaires	
LOGISTIQUE ET NOUVELLES TECHNOLOGIES	5
Logistique et systèmes d'informations (SAP)	
Projet SAP - Fresh Connection	
Management de projet digital	
SUPPLY CHAIN MANAGEMENT ET INNOVATIONS	5
Digitalisation et management de la chaîne de valeur	
Gestion de risque et de crise dans l'industrie 4.0	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
PROFESSIONALISATION	3
Parcours carrière	
Challenge 2	
MÉMOIRE	12
STAGE	15



NCB - Non Credit Bearing

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Master in Management: Stratégie Marketing et Développement Commercial - Graduate Year 5

Le Havre Campus - Option **Marketing** (au Spring) **NEW**



70% of the courses in French



30% of the courses in English
(more details to come)

FALL SEMESTER	
Course title	Credits
OUTILS POUR LE MANAGER	5
Anglais	
Gestion de projet	
Team building	
Parcours carrière	
NEGOCIATION COMMERCIALE	5
Négociation et prospection commerciales	
Closing et gestion de la relation client	
STRATEGIE COMMERCIALE	5
Stratégie commerciale: conception et mise en œuvre	
Optimisation des canaux de distribution	
STRATEGIE MARKETING	5
Marketing stratégique	
Données de panel	
<i>Digitalisation and Corporate Finance</i>	5
<i>Change Management and Organizational Transformation</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
DEVELOPPEMENT ET PROFESSIONNALISATION	5
Méthodologie de la Recherche	
Challenge 1	

SPRING SEMESTER MARKETING	
Course title	Credits
DEVELOPPEMENT DE NOUVEAUX PRODUITS	5
Innovation produit	
Innovation dans les services et expérience client	
Marketing entrepreneurial	
MARKETING DIGITAL	5
Web marketing et réseaux sociaux	
Marketing mobile	
GESTION DE LA MARQUE	5
Gestion de la marque	
Communication marketing intégrée	
OUTILS POUR LE MANAGER	5
Anglais	
Séminaires inspirants	
Gestion de projets en mode agile	
Parcours carrière	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
DEVELOPPEMENT ET PROFESSIONNALISATION	3
Challenge 2	
MEMOIRE	12
STAGE	15



NCB - Non Credit Bearing

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Master in Management: Stratégie Marketing et Développement Commercial - Graduate Year 5

Le Havre Campus - Option **Commerce** (au Spring) **NEW**



70% of the courses in French



30% of the courses in English
(more details to come)

FALL SEMESTER	
Course title	Credits
OUTILS POUR LE MANAGER	5
Anglais	
Gestion de Projet	
Team Building	
Parcours Carrière	
NEGOCIATION COMMERCIALE	5
Négociation et Prospection Commerciales	
Closing et Gestion de la Relation Client	
STRATEGIE COMMERCIALE	5
Stratégie Commerciale: Conception et Mise en Oeuvre	
Optimisation des Canaux de Distribution	
STRATEGIE MARKETING	5
Marketing Stratégique	
Données de Panel	
<i>Digitalisation and Corporate Finance</i>	5
<i>Change Management and Organizational Transformation</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
DEVELOPPEMENT ET PROFESSIONNALISATION	5
Méthodologie de la Recherche	
Challenge 1	

SPRING SEMESTER COMMERCE	
Course title	Credits
PILOTAGE DE LA FORCE DE VENTE	5
Management de la Force de Vente	
Management d'Equipe	
CONSTRUIRE UNE PROPOSITION COMMERCIALE	5
Structuration d'une Proposition de Valeur et Appel d'Offre	
Droit Commercial	
NOUVELLES TECHNOLOGIES ET GESTION COMMERCIALE	5
Social Selling	
CRM et Gestion du Portefeuille Client	
OUTILS POUR LE MANAGER	5
Séminaires Inspirants	
Anglais	
Gestion de Projets en Mode Agile	
Parcours Carrière	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
DEVELOPPEMENT ET PROFESSIONNALISATION	3
Challenge 2	
MEMOIRE	12
STAGE	15



NCB - Non Credit Bearing

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Master in Management: Manager des Systèmes d'Informations - Graduate Year 5

Le Havre Campus

FALL SEMESTER	
Course title	Crédits
FONDATION : GESTION DES SYSTEMES D'INFORMATION	5
Management des Systèmes d'information	
Réseaux et Télécommunications	
Méthodologie du Consultant	
PROGRAMMATION	5
VBA	
Programming Language (TBA) Python or Ruby	
BASE DE DONNÉES & BIG DATA	5
Base de Données Relationnelles et SQL	
Big Data	
FONDEMENTS TECHNIQUES	5
Développement Web et Design	
Urbanisation des SI et Modélisation des Processus	
CYBER SÉCURITÉ : I	5
Cyber Sécurité : Introduction	
Cyber Sécurité : Politique, Gouvernance et Standard	
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
DÉVELOPPEMENT PERSONNEL - CULTURE	NCB
Parcours Carrière	
Anglais	
DÉCOUVERTE DE NOUVEAUX HORIZONS	NCB
Méthodologie de la recherche	
Challenge	



SPRING SEMESTER	
Course title	Crédits
INTÉGRATION DES SI	5
Introduction à ERP	
Intégration des SI telles que CRM, Logistique, SCM, Finance, RH...	
CYBER SÉCURITÉ : II	10
Cyber sécurité : Assurance et la Sécurité de l'Information	
Cyber sécurité : Investigation Numérique (Forensics)	
Cyber sécurité : Audit des SI et de la Sécurité	
Business Intelligence et Tableau de Bord	
MANAGEMENT DES SI ET PROJET	5
Gestion du Risque (Risk Management)	
Management des Projets	
DÉVELOPPEMENT PROFESSIONNEL	5
Parcours Carrière	
Anglais	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
STAGE	15
MÉMOIRE	12

Master in Management : Manager des Ressources Humaines - Graduate Year 5

Paris Campus

FALL SEMESTER	
Course title	Credits
COMPRENDRE LA FONCTION RH	5
Introduction, Cartographie de la Fonction RH	
Gestion des Ressources Humaines et Théorie des Organisations	
GESTION INDIVIDUELLE DES RESSOURCES HUMAINES	5
Droit du Travail	
Recrutement	
GESTION DES COMPETENCES	5
Gestion des Compétences	
Gestion des Carrières	
DEVELOPPEMENT DES COMPETENCES	5
Formation	
Gestion de la Performance et des Talents	
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
DEVELOPPEMENT DE COMPETENCES TRANSVERSALES	4
Méthodologie de la Recherche	
Anglais	
Parcours carrière	
PROFESSIONNALISATION - MISSION	3



SPRING SEMESTER	
Course title	Credits
GESTION COLLECTIVE DES RESSOURCES HUMAINES	5
Relations Professionnelles et Négociation	
Gestion du Changement	
PILOTAGE DIGITAL DES RH	5
Gestion de Projets RH et Transformation Digitale des Organisations	
HR Analytics	
PILOTAGE STRATEGIQUE DES RH	5
Stratégie de Rémunération (Contrôle de Gestion RH)	
International Human Resource Management (in english)	
DEVELOPPEMENT DE COMPETENCES TRANSVERSALES	4
L'art de la Gestion des Ressources Humaines	
Anglais des Gestions des Ressources Humaines	
Parcours carrière	
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
MISSION	2
MEMOIRE	12
STAGE	15



NCB - Non Credit Bearing

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Master in Management: Stratégie Digitale et Innovation - Graduate Year 5

Paris Campus

NEW

FALL SEMESTER	
Course title	Credits
Enjeux Stratégiques et Juridiques de l'Economie Numérique	5
Technologies de l'Economie Numérique	5
Stratégie et Performance Digitale	5
Fondamentaux Techniques du Marketing Digital	5
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
Méthodologie de la Recherche	3
Anglais Presentation Skills et Leading Change ou Anglais TOEIC	0
Mission d'Entreprise	3
Parcours carrière	1



SPRING SEMESTER	
Course title	Credits
Conseil et innovation numérique	5
Gestion de projet et des données	5
Communication et distribution digitales	5
Acquisition et Customer Lifetime Value	5
Mission d'entreprise	2
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
MEMOIRE	12
STAGE	15
Parcours carrière	1



NCB - Non Credit Bearing

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Master in Management: Entrepreneuriat Digital - Graduate Year 5

Caen Campus

FALL SEMESTER	
Course title	Credits
DIGITECH Fondamentaux informatique, codage, Python, IA, conception de projets web par codage print 3D et robotique, agilité et design thinking Conception d'application et de site web sans codage (Glide, Adalo, Airtable, Zapier, Integromat) Graphism	5
STARTING BLOCKS From the idea to the project conception : from scratch avec les bon outils Entrepreneurship training support and new paradigms Build your project (legal, economic model, BP) Management et psychologie positive	5
DIGITAL MARKETING STRATEGY Digital marketing survey Social media and e-marketing strategies Story selling & telling vidéo (PREMIERE PRO)	5
TERRITORY AND INNOVATION Territorial innovation ecosystem Economie Sociale et Solidaire (ESS) : do differently / green entrepreneurship Undertake to international	5
<i>Digitalisation and Corporate Finance</i>	5
<i>Cases in Ethical and Sustainable Development</i>	5
<i>Change Management and Organizational Transformation</i>	5
PROFESSIONALISATION & RESEARCH Méthodologie de la Recherche	6
Entrepreneurial mission : marketing survey apply to digital	
Anglais	
Parcours Carrière	



SPRING SEMESTER	
Course title	Credits
PROJECT MANAGEMENT Online Project Management Créathon : from Problematic to Solution	5
BUSINESS DEVELOPMENT Direct Retail & DNVB (Digitally Natives Vertical Brands) : New Trends Business Development + Mobile devices	5
DIGITAL DEVELOPMENT AND NEW TRENDS E-réputation and Phygital : Build Your Network Social Community E-santé Agriculture Connectée Présentation du Projet Final	5
RAISING FUNDS Raising Funds : From crowdfunding & new trends to investment funds Levée de Fonds : les Fondamentaux	5
PROFESSIONNALISATION Anglais Challenge Levée de Fonds Parcours Carrière TALENT CHECK	4
<i>Business Models and Performance</i>	5
<i>Critical Issues in Management</i>	5
<i>Leading In Multicultural Environments</i>	5
<i>Digital Disruption and Industry 4.0 (I4.0)</i>	5
MÉMOIRE	12
STAGE	15



NCB - Non Credit Bearing

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