

1871

# EM

NORMANDIE  
BUSINESS SCHOOL

# INTERNATIONAL *Exchange*

## PROGRAMMES



# THE FUTURE BELONGS TO EXPLORERS



Ever since its inception in 1871, EM Normandie has always been about exploring boundaries and opening new perspectives for students and graduates, companies and higher education. Its new signature, "Old School, Young Mind", is a reminder that one of the oldest French Business Schools can attract youth at its core through a forward-thinking spirit and a thirst for exploration.

In a globalised world where understanding foreign cultures is essential, EM Normandie learned to expand its reach beyond its Norman roots. Since 2013, 3 new campuses have been opened: one in Paris, one of Europe's economic capitals; one in Oxford, world capital for academic excellence, and one in Dublin, central hub for start-ups and innovation. With more than 700 international students attending EM Normandie each year, the School has put welcoming international students at the heart of its strategy. At a time when knowledge is everywhere and theory alone is not enough anymore, EM Normandie explores new learning methods to provide more tools for students to use in their future careers. From co-operative opportunities to classes taught either in French or 100% in English, everything is designed for students to grow through exciting interactive courses, flexible training programmes, and innovative learning experiences.

Anticipating future trends in technology and seeing career opportunities to be explored, the School has created new training programmes on all its campuses to provide students with tools they need to thrive in a professional environment through a combination of hard and soft skills actively sought by today's recruiters. To facilitate students integration in an ultra-competitive labour market, the School has been exploring synergies with the business world and earning trust from companies worldwide. Through innovative pedagogical approaches such as the Career Path, mandatory experiences abroad and comprehensive work-study programmes, EM Normandie puts students at the helm of their future.

**Hendrik LOHSE**  
Director of International Affairs



We are pleased and honored that you are considering joining us for your studies. EM Normandie is developed to support a multicultural student body. The School has fostered an international spirit, with a priority geared towards student experience.

We are committed to developing and educating leaders who will make a difference for the future. Central to our success is our ability to transform students and impact your critical thinking and vision of the world. We will provide you enthusiastic teaching but not only, your experience will also be about intercultural awareness, adaptability, and developing your network in a global and fast changing world. We hope that you will take advantage of all the opportunities during your stay at EM Normandie : discover our campuses, region, culture, language, dive into our social life and be part of our community. Supporting you is central to our mission at the International Office and we will guide you every step of the way.

You are very much welcome here, we want you to feel at home. We wish you a tremendous stay by us! And remember, this will be one of the best experiences in your life!

**Laurence BOITEUX**  
Deputy Director of International Affairs

## KEY FIGURES

-  4,500 full-time and part-time students
-  82 full-time faculty members
-  94% PhD holders amongst management lecturers
-  860 external contributors and professionals
-  330 staff members
-  200+ international partner universities
-  5,000 partner companies
-  18,500 alumni in 100+ countries

## OUR EXPERTISE

### Entrepreneurial Performances and Changes

- Main research themes :
- Business Models and Innovative Financing (start-up financing, micro-financing, crowdfunding, etc.)
  - Entrepreneurship and Societal Issues (agricultural entrepreneurship, woman entrepreneurship, access to energy for African micro-companies, changes in employment and individual entrepreneurship, entrepreneurial support, etc.)
  - Management and Driving of SMEs (management control in small companies, governance of SMEs, growth and financing of SMEs, internationalisation of SMEs, accounting information systems and budgetary innovations in SMEs, digital transformation of SMEs, etc.)

### Logistics-Land-Sea-Risk

- Main research themes :
- Maritime and Port Logistics / International Transportation / Trade Facilitation
  - Governance and Territorial Strategy / Economic and Territorial Intelligence
  - Circular Economy and Energy Transition / Sustainable Logistics / CSR
  - Logistics Risks / Territorial Risks

### International Business Networks

- Main research themes :
- Internationalisation in Global Networks
  - Relations between the Business and Consumer Networks
  - Multidisciplinary Port Marketing

### Working and Living in Fluid Organisations

- Main research themes :
- Boundaries (organisational boundaries; spatial and spatio-temporal boundaries; cultural and symbolic boundaries)
  - Legitimacy (the construction of legitimacy; the combined evolution of rules and organisations; the legitimacy of management)
  - Care (autonomy and accountability; the relational approach between individuals; the recognition of emotions)



AACSB is an American accreditation that acknowledges the excellence of the School, the relevance of its mission and strategy, the quality of its faculty and programmes, as well as the support provided to students throughout their journey. AACSB highlights the School's strengths: constant improvement of training, strong internationalisation, close links with the business world, educational innovation and research, culture of proximity and the power of its network. Only 5% of business schools in the world hold this label.



With the award of the EQUIS international accreditation delivered by the European Foundation for Management Development, EM Normandie has joined the very select club of 187 accredited universities and business schools worldwide. This label rewards the success of the School's academic model and quality approach. The team of auditors of this prestigious European label highlighted the school's anchoring in its territory, characterised by excellent relations with companies, the internationalisation of its programmes, an innovative pedagogy, and an important network of graduates.



Launched in 2019, the 'Bienvenue en France' label is the result of a national quality assurance process. Based on 5 criteria, it measures and promotes the welcome initiatives for international students in higher education. The awarded institutions can obtain from 1 to 3 stars for a period of 4 years.



The BSIS label measures the impact and attractiveness of business schools on their territory, in terms of finance, employment and activities. This label recognised the School's excellence of results, particularly at the economic level.



EM Normandie is ranked 71<sup>st</sup> in the Financial Times' list of the 100 best Masters in Management programmes in the world.



EM Normandie is ranked 74<sup>st</sup> in the QS Management Masters Rankings' list of the 129 best Masters in Management programmes in the world.



**Learn more**  
About accreditations:  
[em-normandie.com/en/accreditations](http://em-normandie.com/en/accreditations)  
About rankings:  
[em-normandie.com/en/rankings](http://em-normandie.com/en/rankings)

# ONE SCHOOL, FIVE CITIES TO EXPLORE

International at its core, EM Normandie is established in France, England and Ireland in 5 student acclaimed cities. Want to explore? Begin your journey with EM Normandie by the Normandy beaches, grow your network in the city of lights and find your passion in the streets of Oxford. Discover what makes each city unique, and find your next destination.

## PARIS

From the Louvre museum to the Arc de Triomphe, the city of light, at the heart of France's most dynamic economic region, is full of famous monuments that rival the castles, landscapes, forests and valleys surrounding the area. What more can be said about the city? With more than 600,000 companies, the Paris area is France's first economic region, the perfect way to kick-start your career. The Paris campus is located in the 16th district, a 20-minute walk from the Eiffel Tower.

Students on campus are welcomed with an infrastructure designed for their well-being and can enjoy facilities encouraging collaboration. Do you want to experience the city of light from a student society's perspective? Choose from more than a dozen associations and make your experience in the city unforgettable. International students on campus can count on the students' bureau in charge of promoting students through various events organised throughout the year.



## LE HAVRE

Le Havre, a major port city in Europe for freight and international trade, located at the mouth of the river Seine, is listed as UNESCO World Heritage since 2005. This dynamic city is always striving for innovation and attracts companies motivated by its logistics and industrial opportunities. For the start of the 2020 academic year, a new campus will welcome the students! Located just a few minutes away from the port, in the heart of the city, the new campus will have all the amenities to make you feel at home away from home.

With more than 15 student societies, life on campus can be the source of all sorts of professional and personal fulfilments. For international students who want to share experience with other expats, the Global Village student society is the association to join! With events such as orientation days, city visits and other cultural adventures, Global Village is making sure international students make the most out of their experience at EM Normandie.



## OXFORD

Oxford is purpose-built for students and education with 38 colleges throughout the city and home to one of the world's top 3 universities. The city is also attractive because of the multitude of activities at your disposal: museums, boat trips, cultural activities (theatres, cinemas, concerts, etc.). Located in the city centre, the School's campus is close to all the main sights and shops, with London and its famous financial district a few miles away.

The campus houses a library, a cafeteria and a sports hall. Student society life on the Oxford campus is blooming with many projects in development. International students arriving on campus are enrolled in a "buddy programme" where they are assigned a designated EM Normandie ambassador to teach them the ropes of the city and facilitate their integration.

## CAEN

Caen is a lively university city with a distinctive identity, located 30 minutes away from the famous Normandy D-Day beaches. Some of the many sites of interest of the area include the Memorial Museum for World War II and History for Peace, the castle and abbeys built by William the Conqueror, etc. With nearly 30,000 students, the city of Caen is renowned for the quality of its student life and plethora of cultural offerings spread throughout the city.

The campus includes five amphitheatres, open-access computer rooms, language laboratories, a media library, relaxation rooms, community life areas and a working room open until 10pm on weekdays. Student society life is very active on campus, with over 20 to choose from. Amongst them, the International Student Council is dedicated to welcoming international students and ensuring their successful integration to EM Normandie's family.



## DUBLIN

Dublin is one of Europe's best tourist destinations and home to many international companies' EMEA headquarters (Google, Microsoft, Twitter, Amazon, etc.). Located in the city centre, the School's campus is located close to the International Financial Services Centre (IFSC). Small in size but big in character, the lively cosmopolitan city of Dublin promises a unique experience in your journey at EM Normandie. Experience the Irish culture through its folklore, and come and discover what the craic is!

On this campus, students can take advantage of two large lecture rooms, a catering and a lounging area. With two years of existence and a small cohort of students, EM Normandie's student society life is organised around discovering the many aspects of the Irish culture, such as Gaelic sports, sightseeing and, of course, social life.



# INTERNATIONAL AT HEART

With a network of over 200 partner universities around the world, two campuses abroad and international accreditations, EM Normandie has become a true global business school. More than 700 international students are welcomed every year on our campuses, and more than 1,000 students study abroad on exchange and dual degree programmes as part of their studies at EM Normandie.

The school's objective is to consolidate its international network and continue to build sustainable and comprehensive co-operations around the world. Internationalisation being at the heart of the school's mission, it not only supports student mobility but also engages its faculty in international projects and encourages them to entertain an international network for their teaching and research activities. In order to increase the diversity of the school's English-taught programmes, several international visiting professors are welcomed on the different campuses each year. We also are committed to developing internationalisation at home by recruiting international administration staff, ensuring english communication and developing a global mindset.



**MORE THAN**  
**50**  
NATIONALITIES  
ON OUR  
CAMPUSES



**MORE THAN**  
**200**  
PARTNERS  
IN 60 COUNTRIES  
AROUND THE WORLD



**OVER**  
**700**  
INTERNATIONAL  
STUDENTS ON OUR  
CAMPUSES



**OVER**  
**1,000**  
OUTGOING STUDENTS  
ON EXCHANGE  
PROGRAMMES EVERY YEAR

## NEW ACCREDITED PARTNERSHIPS

CURTIN UNIVERSITY - Australia  
UNIVERSIDAD ADOLFO IBANEZ - Chile  
UNIVERSIDAD DE LOS ANDES - Chile  
UNIVERSIDAD ICESI - Colombia  
AMERICAN UNIVERSITY IN CAIRO (AUC) - Egypt  
WESTFÄLISCHE WILHELMS-UNIVERSITÄT (WWU) - Germany

TECHNICAL UNIVERSITY OF MUNICH - Germany  
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD - India  
RITSUMEIKAN ASIA PACIFIC UNIVERSITY - Japan  
CATOLICA LISBOA BUSINESS SCHOOL (CPBS) - Portugal  
CATOLICA PORTO BUSINESS SCHOOL (CPBS) - Portugal  
ISCTE INSTITUTO UNIVERSARIO DE LISBOA - Portugal

NATIONAL CHENGCHI UNIVERSITY - Taiwan  
KOC UNIVERSITY - Turkey  
SABANCI UNIVERSITY - Turkey  
URAL FEDERAL UNIVERSITY - Russia  
KYUNGPOOK NATIONAL UNIVERSITY - South Korea  
JÖNKÖPING UNIVERSITY - Sweden

UNIVERSITÄT ZÜRICH (UZH) - Switzerland  
UNIVERSITY OF GRONINGEN - The Netherlands  
UNIVERSIDAD DE MONTEVIDEO - Uruguay  
AMERICAN UNIVERSITY IN DUBAI - United Arab Emirates  
WASHINGTON STATE UNIVERSITY - USA

# EXCHANGE PROGRAMMES

## U UNDERGRADUATE STUDIES



- Master in Management - 2<sup>nd</sup> year - Oxford
- Bachelor in Management - 3<sup>rd</sup> year - Le Havre
- Master in Management - 3<sup>rd</sup> year - Le Havre, Oxford
- European Business Programme - 3<sup>rd</sup> year - Caen



- Master in Management - 3<sup>rd</sup> year - Le Havre, Caen

## G GRADUATE STUDIES



- Master in Management - 4<sup>th</sup> year
  - International management (Global Track) - Le Havre, Oxford

- Master in Management - 5<sup>th</sup> year
  - International business - Le Havre
  - International logistics and port management - Le Havre
  - Supply chain management - Le Havre
  - NEW** International marketing and business development - Caen
  - Financial data management - Caen
  - International events management - Paris
  - NEW** Digital marketing in luxury and lifestyle - Paris
  - NEW** Artificial intelligence for marketing strategy - Paris
  - Banking, Finance and Fintech - Oxford



- Master in Management - 5<sup>th</sup> year
  - Audit and finance - Le Havre
  - NEW** Supply chain, logistics and innovations - Le Havre
  - Entrepreneurship - Le Havre
  - Start-ups and digital development - Caen
  - Information systems and digital management - Caen
  - Development strategies and territories - Caen
  - Human resource management - Paris



## FOCUS ON BUILDING PROFESSIONAL SKILLS

EM Normandie helps students develop skills throughout their study path with internships, co-op programmes, in-company junior consulting projects and challenges, as well as meetings with professionals to give them the opportunity to build a unique professional profile that matches their personality and skills.



## ENGLISH AND FRENCH TRACKS

Speaking French is not a prerequisite to join EM Normandie, as most programmes are taught in English on both Undergraduate and Graduate levels. Language courses can be offered in French as well as Chinese, Spanish, Italian, German, Russian, Portuguese, Arabic, and others upon request. Taking into account that a language class is subject to a minimum number of enrolled students.



## FRENCH AS A FOREIGN LANGUAGE

The exchange programme's offer also includes a specific French Language and Culture class which is accessible from beginner to advanced level. The course combines exercises in listening, writing and speaking. Students will also participate in role-playing games in order to learn or improve their French. This class will be available on all campuses providing a sufficient number of students enrolled.



## DUAL DEGREE PROGRAMMES

EM Normandie entertains a number of dual degree agreements for the Bachelor's Degree in International Management and the Master's Degree in Management Grande Ecole with international partner universities, allowing students to obtain two fully recognised degrees from both their home university and EM Normandie.

### Students can be helped with their internship search and benefit from all Career Path services:

- Training modules on campus and via e-learning,
- Individual coaching sessions,
- Co-development and feedback workshops,
- Personal development tools and online platforms.

They can also access a network of 18,500 EM Normandie alumni to assist them with their job search after graduation.



Contact the International Office team  
[international@em-normandie.fr](mailto:international@em-normandie.fr)

# SUMMER SCHOOL

Your students are invited to come and embark on a unique study experience with a diverse group of international students. During our summer school, students get the opportunity to learn within a cross-cultural environment, put knowledge into practice, benefit of business and cultural visits as well as social events and services to facilitate their integration and orientation.

## TAILOR-MADE SHORT-TERM PROGRAMMES

EM Normandie has over 20 years of experience in running short-term programmes for undergraduate, graduate and post-graduate students.

From 1-day customised seminars to 6-week seasonal schools, short-term programmes combine academic input with industrial and cultural excursions so that participants can benefit from a unique experience of business and culture in France. Visits are organised to companies and institutions as well as to sites of cultural interest. In addition, students may earn ECTS credits.

The academic input can be based on themes such as :

- Cross-Cultural Management and Intercultural Competences
- Fashion & Luxury Brand Management
- Business Start-up
- Entrepreneurship
- Digital Marketing
- Global Marketing
- Marketing Analysis
- Innovation and Sustainability
- Logistics and Supply Chain Management
- Technology Innovation Management etc.

Cultural excursions :

- Paris
- D-Day beaches
- Étretat
- Le Havre
- Deauville
- Mont-Saint-Michel

## TESTIMONIALS



**RUDRAJOY**, India

"I went to EM Normandie Business School to complete my 1-month Global Study Programme and it has been a wonderful experience studying there... the knowledge gained is of great importance. The modules offered were relevant and helpful. I also went through a module of cross-cultural differences, which helped me adapt to a different culture. Thank you for such an amazing opportunity!"



**THEERANOP**, USA

"Classes were fun and were able to cover the foundations of each course on a condensed schedule. The highlight of my trip was probably all of the excursion trips that the school took me on."



**FEDERICA**, Italy

"The experience has been the best of my life! I always feel emotional when I think of it, and EM Normandie completely changed my life!!"



**MAXIMILIAN**, Germany

"I am grateful for having been able to take part in the Summer School. I was able to develop my skills in fields to which I would have not had access in my usual studies... On top of that, I have made many new friends around the globe!"



For further details, please contact

**Séverine GROULT**

International Development Manager

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email : short-term@em-normandie.fr

0-0-0  
2 OR 4  
WEEKS

### Reasons for students to join:

- ▶ Benefit of an intercultural exposure
- ▶ Gain insights in Global Business and Management
- ▶ Transfer ECTS credits (with the approval of the home institution)
- ▶ Sharpen your competencies, knowledge and skills
- ▶ Develop your network and explore new areas and destinations
- ▶ Enjoy corporate events, cultural excursions, social events and services

### DATES

Sessions of 2 weeks in June - July  
Choice of courses at Undergraduate and/or Graduate levels  
One course = 6 ECTS per session

### DESTINATION

Normandy, Paris

### ACADEMIC REQUIREMENTS

Open to undergraduate and graduate students providing that applicants have the pre-requisites specified in the course's syllabus.

#### Courses taught and assessed in English

#### For non-native speakers of English:

B2 level CEFR (equal to TOEFL IBT 72, IELTS 5.0, TOEIC 750) is highly recommended.

### ACCOMMODATION

EM Normandie will provide several options with negotiated rates. Participants may also decide to make their own arrangement. Cost of housing is supported by the attendees.

# THE LEARNING EXPERIENCE, REDEFINED

With the acceleration of technological progress, increased global competition and changes in behaviours, having the ability to adapt has become a key factor for both companies and employees. While demonstrating know-how is essential, developing interpersonal skills (curiosity, team spirit, communication skills) has become vital in order to thrive in today's business environment. This combination of hard and soft skills lies at the heart of EM Normandie's strategy thanks to an innovative pedagogical approach: SmartEcole®.

Solving problems, managing emotions, listening to and understanding others, thinking creatively to innovate, communicating effectively, working in teams, etc. Soft skills have become an integral part of what companies are actively seeking, especially in industries where operational knowledge is a prerequisite. Nowadays, companies are looking for employees capable of demonstrating analysis, innovation and motivation skills. Empowering students to learn such skills is a founding principle of SmartEcole®. Developed by EM Normandie, this innovative pedagogy relies on digital tools to foster student participation and implication while in class and during their professional experience.

## WHEN THE STUDENT BECOMES THE TEACHER

SmartEcole® is an online platform where students have access to a secure portal where the content of each course is shared in advance by their professors. "This pedagogy encourages knowledge to be shared, since the course is also based on the questions asked by students. The result is an active classroom where the line between students and professors is blurred," explains Mathilde Aubry, Associate Professor in Statistics and Economics. With SmartEcole®, participative pedagogy is front and centre! "Students are confronted with case studies and scenarios in which they are encouraged to try through failure before exploring new avenues of reflection and solutions with the aim of developing their analytical and critical thinking skills," comments Arnaud Delannoy, Associate Professor in Marketing.



## INSIDE: NORMANDY'S BIGGEST STUDENT INCUBATOR

INSIDE, EM Normandie's institute for innovation and the development of entrepreneurship supports students in their business creation projects. It fosters exchanges between all actors of entrepreneurship by organising conferences, workshops and other events such as Start-up Weekends, Hackathons, After Work Events, etc. More than 200 business projects have been supported by INSIDE since its creation.



## SERVICES TO STUDENTS

### Airport pick up & orientation days

The international office organizes airport pick-ups and orientation days every semester to welcome you to our school. Throughout their first days with us, students will be invited to welcome coffees, ice breakers, intercultural workshops and many activities to get to know one another.

### The HUB

The HUB is the single gateway for students once registered at EM Normandie. This department will help students before and during their study abroad with administrative formalities such as accommodation, immigration, social security etc. Each campus has a dedicated English-speaking coordinator within le HUB so that students' integration can be as smooth as possible.

### Students societies

EM Normandie cultivates a rich and dynamic associative life that offers each student the opportunity to lead projects and fulfill a passion. Exchange students can participate during their semester or year with us. Moreover, student societies such as Global Village or ISC welcomes international students through fun activities and a buddy program with French students.

### Accessibility and equal opportunities

With students' wellbeing at heart, a department is dedicated to equal rights, diversity, and opportunities. The school ensures all students a great experience each step of the way and helps accommodate students with disabilities.

### Safety

Because we care about our community, EM Normandie established a safety procedure to ensure student wellbeing. We recently signed a partnership with IREMOS, a private security company, in order to ensure safety for our entire community. International students will be able to download a mobile app, get notifications in case of incidents. They will be informed of current events happening around them, have the possibility to sign up for a safety check and remain connected with our staff until they are safe.

Please contact [safety@em-normandie.fr](mailto:safety@em-normandie.fr)

# HOW TO APPLY

Each semester, we welcome exchange students on our campuses. We trust our partner universities to select students in accordance with our fields of expertise and prerequisites. To apply and study with us, please find below the admission process, deadlines, and requirements.

	FALL & FULL-YEAR EXCHANGE	SPRING SEMESTER
NOMINATION DEADLINE	APRIL 1 <sup>ST</sup>	OCTOBER 1 <sup>ST</sup>
APPLICATION DEADLINE	APRIL 15 <sup>TH</sup>	OCTOBER 15 <sup>TH</sup>

## NOMINATION

Once the student has been selected, the home university has to fill out an online nomination form. An invitation to nominate students online is usually sent in February for the fall semester or full year exchange and in July for the spring semester exchange.

## APPLICATION

Upon nomination, prospective students are sent a link to an application form. The following documents need to be uploaded:

- Copy of ID or passport
- Transcripts of records for the completed years of study
- Proof of English or French language proficiency (see below)

The application form, along with the uploaded documents, will be reviewed by international coordinators. Once approved, students will receive a letter of acceptance that contains their academic calendar. Login details will also be sent, allowing students to register into the school's system and access the internal portal. International coordinators will get in touch with accepted students to provide information related to airport pickup and orientation days.

ENGLISH PROGRAMMES	
Undergraduate	B2, TOEFL IBT 72, IELTS 5.0, TOEIC 750
Graduate	B2, TOEFL IBT 83, IELTS 5.5, TOEIC 790
FRENCH PROGRAMMES	
Undergraduate & Graduate	B2, DELF, TCF

We accept language certificates from the home university. Native students in French or English are waived of this requirement.

“

EM Normandie was a great experience for me. I loved my international colleagues, I learnt a lot about their culture back home and it got me excited about exploring more and travelling more.

Monica - M2 International Business - Le Havre  
Universti Degli Studi Di Napoli Federico II, Italy

Studying at the EM Normandie was a nice experience. The facilities of the university and the support of the staff and student organizations were very positive. Especially the International Office.

Jakob - European Business Programme - Caen  
Hochschule Osnabrück, Germany

I was pleasantly surprised by how practical the classes at EM Normandie were. I learned a lot by doing real negotiations, analyzing real contracts and work with real businesses. I'm happy I chose for EM Normandie. An experience I won't forget.

Vincent - Cross-cultural Marketing & Negotiation - Caen  
KU Leuven, Belgium

Making a lot of international friends is an experience you do not want to miss. EM Normandie will ensure you will make friends!

Duncan - Undergraduate Year 3 - Oxford  
Erasmus University Rotterdam - Netherlands

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## 5 REASONS TO CHOOSE EM NORMANDIE

1 A diverse study environment: **5 CAMPUSES** in France, England, and Ireland with multiple nationalities.

2 A tradition for **ACADEMIC EXCELLENCE:** International accreditations (AACSB, EQUIS) and rankings (Financial Times, QS) that certify excellence in teaching, innovative learning methods and programmes quality.

3 A practical learning **EXPERIENCE** An innovative technology relying on digital tools to foster student participation and implication.

4 A wide **VARIETY** of student services
 

- Orientation days
- Airport pick up
- Students societies

5 A **VIBRANT CAMPUS LIFE** Become a member of the EM Normandie community by joining one of our many student clubs

Contact international office:  
international@em-normandie.fr  
More information on EM Normandie and its programmes:  
www.em-normandie.com/en



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## DUBLIN

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### International Office contact :

[international@em-normandie.fr](mailto:international@em-normandie.fr)

### More information on EM Normandie and its programmes :

[em-normandie.com/en/international-candidates](http://em-normandie.com/en/international-candidates)



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**EM**  
**NORMANDIE**  
BUSINESS SCHOOL

Association à but non lucratif (loi 1901) sous contrat de droit privé, l'École de Management de Normandie a été créée par les CCI Seine Estuaire et Caen Normandie • Membre du Chapitre des Écoles de Management de la Conférence des Grandes Écoles (CGE) • Membre de la Fondation Nationale pour l'Enseignement de la Gestion des Entreprises (FNEGE) • Membre actif de l'Union des Grandes Écoles Indépendantes (UGEI) • Membre de Campus France • Membre fondateur de l'European Master of Business Sciences (EMBS) • Qualification Établissement d'Enseignement Supérieur Privé d'Intérêt Général (EESPIG) par le ministère de l'Éducation Nationale, de l'Enseignement Supérieur et de la Recherche • Membre de l'European Foundation for Management Development (EFMD) • Membre de l'Association to Advance Collegiate Schools of Business (AACSB) • Label BSIS • Accréditation AACSB • Accréditation EQUIS • L'EM Normandie agit en faveur du développement durable.

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**NORMANDIE**

# Course offer - 2020/2021



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

1. EM Normandie offers 3 major programmes:

- *Master in Management*
- *Bachelor in Management International (BMI)*
- *European Business Programme (EBP)*

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 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. Optional languages are: Spanish, Italian, German, Portuguese, Russian, Chinese, Arabic, Korean. However a minimum number of students is required to open a class.

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 **highlighted in orange** 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, application files 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. Classes **highlighted in grey** are designed specially for exchange students.

9. Classes **in blue** are electives, students will be allowed to only choose one

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



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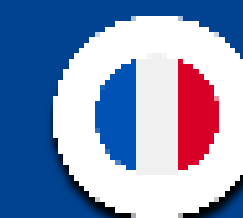
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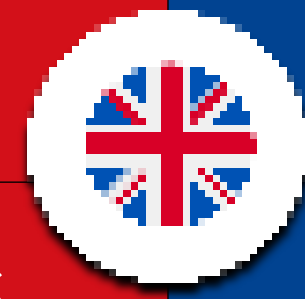
# UNDERGRADUATE PROGRAMMES

## YEAR 2 - YEAR 3



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# Master in Management, Undergraduate Year 2 Caen Campus

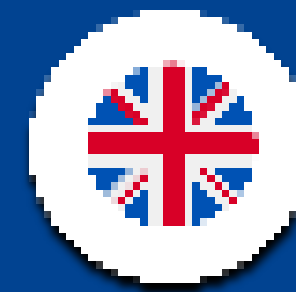


## FALL SEMESTER (30 ECTS)

Course title	Credits
<b>MODULE: ACCOUNTING AND FINANCE</b>	<b>9</b>
Financial Analysis	
Management Accounting	
Financial Mathematics	
<b>MODULE: LAW AND ECONOMICS</b>	<b>6</b>
Contract Law	
Economic Policies	
<b>MODULE: MARKETING SKILLS</b>	<b>8</b>
Distribution Channels	
International Business Techniques	
Cross-cultural Issues	
<b>MODULE: KNOWLEDGE OF PEOPLE AND ORGANISATIONS</b>	<b>4</b>
Operations of the Firm	
General Culture	
<b>MODULE/ FOREIGN LANGUAGE AND CULTURE</b>	<b>3</b>
Business Studies and Oral	
<b>French as a foreign language</b>	<b>5</b>

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# Master in Management, Undergraduate Year 3 Le Havre Campus



FALL SEMESTER (35 ECTS)	
Course title	Credits
Statistics	5
Project Management	5
Sociology and Theory	5
Labor and Contract Law	5
Geopolitics	5
Developing Creativity in Organisations	5
English	5
French as Foreign Language	5

SPRING SEMESTER (38 ECTS)	
Course title	Credits
Applied and Alternative Economy	5
Organisational Behaviour and Management	5
Consumer Behaviour	5
Strategy	5
<i>Basics of International Trade</i>	5
<i>Becoming a Transformational Leader</i>	5
Project	<b>NCB</b>
Internship	3
English	5
French as Foreign Language	5

# Bachelor in Management, International Business, Undergraduate Year 3

## Le Havre Campus



FALL SEMESTER (34 ECTS)	
Course title	Credits
International Press Review	<b>3</b>
International Business Law	<b>3</b>
International Marketing	<b>4</b>
International Trade	<b>4</b>
International Logistics	<b>4</b>
Innovative Trends	<b>3</b>
International Organisational Behaviour	<b>4</b>
Business Intelligence	<b>3</b>
Sales Techniques	<b>4</b>
Career Path	<b>2</b>
French as Foreign Language	<b>5</b>
SAS (Marketing, Finance, Accounting, Spreadsheet, Multicultural Team Building/Team Building)	<b>NCB</b>
Research Methods & Dissertation	<b>NCB</b>

SPRING SEMESTER (32 ECTS)	
Course title	Credits
Business Ethics	<b>2</b>
HRM	<b>2</b>
International Finance	<b>2</b>
Entrepreneurship & Business Plan	<b>3</b>
Global Negotiations	<b>2</b>
Customer Satisfaction Management	<b>2</b>
Cultural Intelligence	<b>2</b>
Managing Global Teams	<b>2</b>
Becoming a Transformational Leader	<b>6</b>
New Trends in Marketing	<b>6</b>
Professional Contest/ Group Project	<b>3</b>
Dissertation	<b>10</b>
French as Foreign Language	<b>5</b>

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# Master in Management, Undergraduate Year 2 Oxford Campus



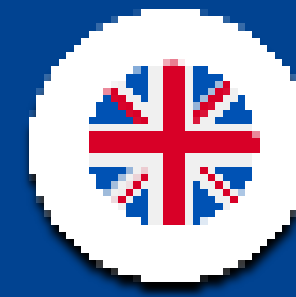
FALL SEMESTER (27 ECTS)	
Course title	Credits
International Economics	<b>4</b>
Business StartUp Strategy	<b>4</b>
Brand Marketing	<b>4</b>
Financial Analysis	<b>4</b>
HR & Organisation: Business Ethics	<b>4</b>
HR & Organisation: Cultural Integration	<b>4</b>
General knowledge: the UK	<b>1</b>
Optional Project or Extra-Curricular Activity	<b>2</b>
Foreign Language 1 (French, English, Spanish, German, Chinese)	<b>5</b>
Foreign Language 2 (French, English, Spanish, German, Chinese)	<b>5</b>

SPRING SEMESTER (27 ECTS)	
Course title	Credits
Economic Policies and Sustainable Development	<b>3</b>
Financial Mathematics, Statistics & Excel	<b>4</b>
Finance: Cash Management and Exchange Risk	<b>3</b>
Intercultural Marketing	<b>3</b>
General Knowledge: Artificial Intelligence	<b>1</b>
Business Game	<b>1</b>
Optional Project or Extra-Curricular Activity	<b>2</b>
Internship	<b>10</b>
Foreign Language 1 (French, English, Spanish, German, Chinese)	<b>5</b>
Foreign Language 2 (French, English, Spanish, German, Chinese)	<b>5</b>

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# Master in Management, Undergraduate Year 3 Oxford Campus



FALL SEMESTER (40 ECTS)	
Course title	Credits
Statistics (SPSS)	5
Sociology and Theory	5
Labor and Contract Law	5
Geopolitics	5
Project Management	5
Career Path	<b>NCB</b>
Business Ethics	5
Sales Techniques	5
Cultural Issues	5
English	5
Optional Language 1	5
Optional Language 2	5
French as Foreign Language	5

SPRING SEMESTER (35 ECTS)	
Course title	Credits
Applied and Alternative Economy	5
Organisational Behaviour and Management	5
Consumer's Behaviour	5
Strategy	5
Civilization UK	5
Intercultural Marketing	5
International Economics	5
Project: Responsible Economy	<b>NCB</b>
Career Path	<b>NCB</b>
English	5
Internship	3
Optional Language 1	5
Optional Language 2	5
French as Foreign Language	5

NCB – Non Credit Bearing

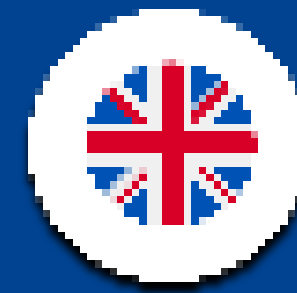
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# GRADUATE PROGRAMMES YEAR 4 - YEAR 5



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# Master in Management: International Management - Global Track, Graduate Year 4 Le Havre & Oxford Campus



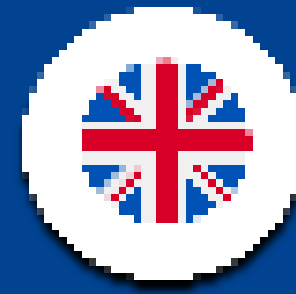
FALL SEMESTER (30 ECTS)	
Course title	Credits
International Accounting Standards and Financial Management	<b>5</b>
Cross Cultural Marketing	<b>5</b>
International Trade, Purchasing & Logistics	<b>5</b>
Leadership & Management	<b>5</b>
Innovation and Business Intelligence	<b>5</b>
International Business and Strategy	<b>5</b>
French as Foreign Language	<b>5</b>

SPRING SEMESTER (30 ECTS)	
Course title	Credits
Business Plan	<b>5</b>
Digital Marketing Strategy	<b>5</b>
Excel Macros & VBA	<b>5</b>
Organizational Development & change	<b>5</b>
Doing Business in a Changing World: New Challenges and Opportunities	<b>5</b>
Competing in Emerging Economies	<b>5</b>
French as Foreign Language	<b>5</b>

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# Master in Management: International Business - Graduate Year 5

## Le Havre Campus



FALL SEMESTER (30 ECTS)	
Course title	Credits
Introduction to International Business	<b>5</b>
Intercultural Management	<b>5</b>
International Finance	<b>5</b>
International Human Resources Management	<b>5</b>
International Marketing	<b>5</b>
International Business Contest I	<b>5</b>
Research Methods, face-à-face	<b>3</b>
French as a Foreign Language	<b>5</b>

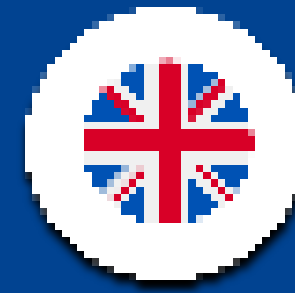
SPRING SEMESTER (30 ECTS)	
Course title	Credits
International Operations Management	<b>4</b>
Corporate Social Responsibility	<b>2</b>
International Business Negotiations	<b>3</b>
International Business Contest II	<b>2</b>
Strategic Management	<b>2</b>
International Project Management	<b>2</b>
International Business Law	<b>1</b>
Management Of Emerging Markets	<b>1</b>
Blockchain	<b>5</b>
Global Performance Management	<b>4</b>
Change Management and Lean Management	<b>4</b>
Internship	<b>15</b>
Dissertation	<b>12</b>
French as a Foreign Language	<b>5</b>

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

## Le Havre Campus

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### FALL SEMESTER (35 ECTS)

Course title	Credits
Basics of Logistics and Supply Chain	<b>1</b>
Information Technologies for Logistics (SAP)	<b>2</b>
Sustainable Logistics	<b>1</b>
Procurement & Purchasing	<b>2</b>
Operations management	<b>3</b>
Integrating the Supply Chain	<b>2</b>
Quality Management	<b>3</b>
Pricing and Cost Calculation	<b>1</b>
Auditing and Controlling	<b>3</b>
Revenue Management	<b>2</b>
Research Methodology	<b>3</b>
Professional Techniques	<b>1</b>
Career Path	<b>NCB</b>
Flowcharting	<b>2</b>
Business Case Competition 1	<b>2</b>
Digital Project Management	<b>2</b>
French as a Foreign Language	<b>5</b>

**NCB – Non Credit Bearing**

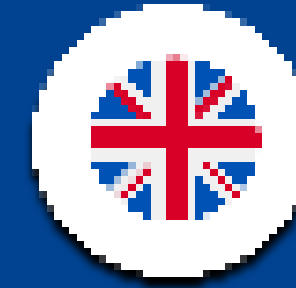
### SPRING SEMESTER (63 ECTS)

Course title	Credits
Basics of Transportation and International Trade	<b>1</b>
Customs Procedures	<b>1</b>
Multimodal Transport	<b>2</b>
Risk and Crisis Management in Industry 4.0	<b>1</b>
Maritime Transport	<b>2</b>
Shipping Business Strategy	<b>2</b>
Sustainable Warehouse and Distribution Management	<b>1</b>
Sap Project	<b>1</b>
Port Community Management	<b>1</b>
Port Logistics	<b>2</b>
Business Case Competition 2	<b>2</b>
Serious Business Game	<b>1</b>
Blockchain	<b>5</b>
Global Performance Management	<b>4</b>
Change Management and Lean Management	<b>4</b>
Career Preparation / Job Research Methodology	<b>1</b>
Dissertation	<b>12</b>
Internship	<b>15</b>
French as a Foreign Language	<b>5</b>

# Master in Management: Supply Chain Management - Graduate Year 5

## Le Havre Campus

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### FALL SEMESTER (35 ECTS)

Course title	Credits
Basics of Logistics and Supply Chain	<b>1</b>
Information Technologies for Logistics (SAP)	<b>2</b>
Sustainable Logistics	<b>1</b>
Procurement & Purchasing	<b>2</b>
Operations Management	<b>3</b>
Integrating the Supply Chain	<b>2</b>
Quality Management	<b>3</b>
Pricing and Cost Calculation	<b>1</b>
Auditing and Controlling	<b>3</b>
Revenue Management	<b>2</b>
Research Methodology	<b>3</b>
Professional Techniques	<b>1</b>
Career Preparation	<b>NCB</b>
Flowcharting	<b>2</b>
Business Case Competition 1	<b>2</b>
Digital Project Management	<b>2</b>
French as a Foreign Language	<b>5</b>

### SPRING SEMESTER (63 ECTS)

Course title	Credits
Basics of Transportation and International Trade	<b>1</b>
Customs Procedures	<b>1</b>
Risk and Crisis Management in Industry 4.0	<b>1</b>
Negotiation in Purchasing	<b>1</b>
Demand Management	<b>2</b>
Supply Management	<b>3</b>
Value Chain Management	<b>2</b>
Value Optimization in the Era of Digitalization	<b>2</b>
SAP Project	<b>1</b>
Business Case Competition 2	<b>2</b>
Serious Business Game	<b>1</b>
Blockchain	<b>5</b>
Global Performance Management	<b>4</b>
Change Management and Lean Management	<b>4</b>
Career Preparation / Job Research Methodology	<b>1</b>
Dissertation	<b>12</b>
Internship	<b>15</b>
French as a Foreign Language	<b>5</b>

**NCB – Non Credit Bearing**

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

## Oxford Campus



FALL SEMESTER (35 ECTS)	
Course title	Credits
<b>MODULE: INTRODUCTION TO PROGRAMME</b>	<b>7</b>
Fundamentals of Accounting & Finance	
Business Analytics Applying 'R'	
Business Analytics	
Quantitative Methods for Finance	
Introduction to Banking	
<b>MODULE: BANKING I: RETAIL BANKING</b>	<b>4</b>
Consumer and SME Banking	
Managerial Accounting	
Banking IT systems (general architecture and tools)	
<b>MODULE: BANKING II: ELEMENTS OF INVESTMENT BANKING</b>	<b>6</b>
Corporate Finance & Investment decisions	
Accounting & Financial Statement Analysis	
Financial Instruments (Derivatives, Fixed Income Investments)	
<b>MODULE: FINTECH I: EMERGING SECTOR</b>	<b>5</b>
Evolution and Industrial Organisation of the Fintech Sector	
Blockchain	
Coding	
<b>MODULE: CONNECTING TO THE REAL WORLD I</b>	<b>8</b>
Banking Business Context: Root Causes of the Decline of the Western Order	
Challenge 1: FINTECH	
Preparing for Research in Banking & Fintech: Research Methods	
<b>French as a Foreign Language</b>	<b>5</b>

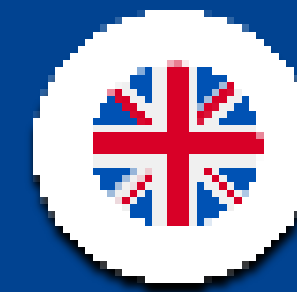
SPRING SEMESTER (50 ECTS)	
Course title	Credits
<b>MODULE: BANKING III: COMPLIANCE</b>	<b>5</b>
Banking Regulations	
Audit & Risk Management	
Tax and Legal Aspects in Banking	
<b>MODULE: BANKING IV: FIDUCIARY RESPONSIBILITY</b>	<b>4</b>
Ethics and Corporate Governance	
Asset Management	
<b>MODULE: FINTECH II: MINDSET AND ADVANCED TOOLS</b>	<b>5</b>
Entrepreneurship Applied to Financial Services	
Project Management in Technology	
Object Oriented Programming: Methodology and Coding	
<b>MODULE: CONNECTING TO THE REAL WORLD II</b>	<b>4</b>
Banking Business Context: Scenario Planning in the New Order	
Challenge 2: Banking	
Site Visit Banks/Fintech in London	<b>NCB</b>
<b>DISSERTATION</b>	<b>12</b>
<b>INTERNSHIP</b>	<b>15</b>
<b>French as a Foreign Language</b>	<b>5</b>

NCB – Non Credit Bearing

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# Master in Management: International Events Management - Graduate Year 5

## Paris Campus



### FALL SEMESTER (32 ECTS)

Course title	Credits
<b>MODULE: EVENTS ENVIRONMENT</b>	<b>6</b>
Events Industry and Fields Visits	
Experience the Event	
Team management	
<b>MODULE: EVENTS MARKETING MIX 1</b>	<b>4</b>
Event Communication	
Digital and Mobile Marketing	
Marketing Analytics 1	<b>NCB</b>
<b>MODULE: EVENTS MANAGEMENT 1</b>	<b>7</b>
Project Management	
Budget and Bidding	
<b>MODULE: EVENTS MANAGEMENT 2</b>	<b>5</b>
Risk and Safety Management	
Sustainable Development	
Sponsorship and Partnership	
<b>MODULE: PROFESSIONAL DEVELOPMENT</b>	<b>3</b>
Graphics and Photoshop	
Designing and pitching a presentation	
Career Path	<b>NCB</b>
<b>Events in Practice 1 - Contest</b>	<b>2</b>
<b>Dissertation Methods</b>	<b>3</b>
<b>French as a Foreign Language</b>	<b>2</b>

### SPRING SEMESTER (49 ECTS)

Course title	Credits
<b>MODULE: EVENTS MARKETING MIX 2</b>	<b>5</b>
Event Production	
Sales and Negotiation	
Marketing Analytics 2	
<b>MODULE: EVENTS MANAGEMENT 3</b>	<b>5</b>
HRM in Events	
Legal Risks and Opportunities	
Fundraising	
<b>MODULE: PERSONAL AND PROFESSIONAL DEVELOPMENT</b>	<b>7</b>
Fostering creativity	
InDesign	
Emotions and conflict management	
Career Path and Field Visits	
<b>Events in Practice 2: Junior Consulting Project</b>	<b>3</b>
<b>DISSERTATION</b>	<b>12</b>
<b>INTERNSHIP</b>	<b>15</b>
<b>French as a Foreign Language</b>	<b>2</b>

**Spring Semester: ONLY OPEN TO DUAL DEGREE STUDENTS**

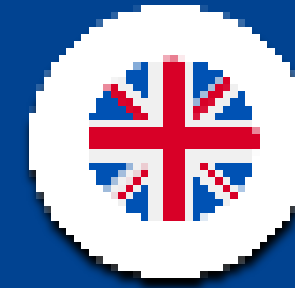
Includes field visits in Las Vegas (fee-paying/950€)



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

## Paris Campus

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FALL SEMESTER (37 ECTS)	
Course title	Credits
<b>MODULE: PERSONAL AND PROFESSIONAL BRANDING</b>	<b>5</b>
Personal and Professional Branding in Luxury	<b>NCB</b>
Research Methodology	<b>3</b>
Chinese Language (optional)	(2)
<b>MODULE: HISTORY AND SOCIOLOGY OF LUXURY</b>	<b>7</b>
Contemporary Art and Design	
French Touch and Savoir Faire in Luxury	
Comparative Strategies in Luxury	
Experiential Luxury	
<b>MODULE: MANAGEMENT IN LUXURY</b>	<b>6</b>
Production, Operations, Purchasing and Supply Chain in Luxury	
Legal Environment (intellectual property and RGPD)	
Finance Analysis	
Ethics and Sustainability in Luxury	
Human Ressources Policy	
<b>MODULE: MARKETING IN LUXURY</b>	<b>7</b>
Marketing Strategies in Luxury	
Distribution Strategies and Ecommerce in Luxury	
New Product Developement	
<b>MODULE: DIGITAL MARKETING IN LUXURY</b>	<b>7</b>
Digital and Mobile Marketing Strategies in Luxury and Consulting Project	
Web Development (seo, sem, ux, web design)	
Storytelling and Brand Content	
<b>French as a Foreign Language</b>	<b>5</b>

SPRING SEMESTER (52 ECTS)	
Course title	Credits
<b>MODULE: PERSONAL AND PROFESSIONAL BRANDING</b>	<b>3</b>
Personal and Professional Branding in Luxury	
Chinese Language (optional)	(2)
<b>MODULE: HISTORY AND SOCIOLOGY OF LUXURY</b>	<b>3</b>
New Luxury Customers	
French Touch and Savoir Faire in Luxury*	
Study trip to Milan**	NCB
<b>MODULE: MANAGEMENT IN LUXURY</b>	<b>4</b>
Brand Management in Luxury - consulting project	
Business Plan and Budget	
<b>MODULE: MARKETING IN LUXURY</b>	<b>3</b>
Merchandising and Netchandising in Luxury	
Corporate Communication	
<b>MODULE: DIGITAL MARKETING IN LUXURY</b>	<b>7</b>
Event Strategy in Luxury and Digital	
Social Media, Reputation and Influencers in Luxury	
Challenge Digital Native Monobrand in Luxury	
Digital Business and KPI	
<b>INTERNSHIP</b>	<b>15</b>
<b>DISSERTATION</b>	<b>12</b>
<b>French as a Foreign Language</b>	<b>5</b>

NCB – Non Credit Bearing

\*Includes company visits, masterclass and cultural tours of luxury brands

\*\*Study trip to Milan: FOR DUAL DEGREE STUDENTS ONLY (fee 500€ for hotel, flight, visits)

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

## Caen Campus

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FALL SEMESTER (33 ECTS)	
Course title	Credits
<b>MODULE: MARKETING PROCESSES</b>	<b>7</b>
Marketing management	
Cases of international marketing	
<b>MODULE: INTERNATIONAL OPERATIONS MANAGEMENT</b>	<b>7</b>
International Contracts	
International Payment Means and Financial Risks	
International Logistics	
<b>MODULE: CROSS-NATIONAL BUSINESS</b>	<b>7</b>
Cross-Cultural Management*	
International Business Negotiation	
<b>MODULE: MARKET RESEARCH</b>	<b>7</b>
International Market Research Techniques	
Dissertation Research Methods	
<b>MODULE: INTERNATIONAL MARKETING IN PRACTICE</b>	<b>2</b>
Career Path	<b>NCB</b>
Business Challenge 1	
<b>French as a Foreign Language</b>	<b>3</b>

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

NCB – Non Credit Bearing

SPRING SEMESTER (48 ECTS)	
Course title	Credits
<b>MODULE: DIGITAL MARKETING AND SERVICES MARKETING</b>	<b>4</b>
E-commerce, Web-Marketing and Mobile Marketing	
International Services Marketing	
<b>MODULE: MARKETING INNOVATION</b>	<b>4</b>
New Product Development	
Brand Marketing	
<b>MODULE: INTERNATIONAL BUSINESS DEVELOPMENT</b>	<b>5</b>
Strategy and Company International Development	
International Project Management	
<b>MODULE: BUSINESS DEVELOPMENT IN PRACTICE</b>	<b>5</b>
Career Path	
Business Game**	
Business Challenge 2	
<b>INTERNSHIP</b>	<b>15</b>
<b>DISSERTATION</b>	<b>12</b>
<b>French as a Foreign Language</b>	<b>3</b>

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

# Master in Management: Financial Data Management - Graduate Year 5

## Caen Campus

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FALL SEMESTER (35 ECTS)	
Course title	Credits
<b>MODULE: DATA ARCHITECTURE &amp; GOVERNANCE</b>	<b>5</b>
Data Management Tools - Automation / AI tools	
ERP - Data Integration and Quality	
Internat & External Data Processing Organisation	
Storing - Blockchain - Data Security & Transfer	
Enterprise Performance Management - Business Process Management	
<b>MODULE: PREPARING FINANCIAL DATA</b>	<b>6</b>
Advanced Financial Analysis	
Business Organisation Value	
Taxation	
Selecting Investments and Financing Modes	
Financial Engineering	
<b>MODULE: FINANCIAL STRATEGY</b>	<b>5</b>
Strategic Deployment	
CSR & Finance	
Mastering Risks : Financial, Digital, Human Relationships	
<b>MODULE: FINANCIAL MANAGEMENT &amp; COMMUNICATION</b>	<b>5</b>
Leading Cross-Cultural Teams	
Financial Communication Techniques	
Media and Economy	
Law & Data Ethics	
<b>MODULE: ACADEMIC &amp; PROFESSIONAL CULTURE</b>	<b>3</b>
Dissertation Methodology	
Career Path Scheme	
<b>MODULE: PROFESSIONAL KNOWLEDGE (1)</b>	<b>6</b>
Finance Bootcamp	
Research Partnership	
Junior Consulting Project	
<b>French as a Foreign Language</b>	<b>5</b>

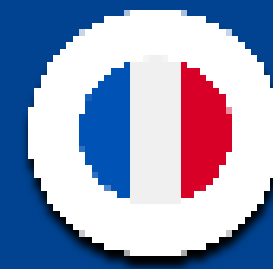
SPRING SEMESTER (50 ECTS)	
Course title	Credits
<b>MODULE: DECISION-MAKING &amp; PREDICTIVE ANALYSIS TOOLS</b>	<b>4</b>
Statistics Applied to Finance	
Managing Computing Projects	
Business Plan	
Budget Modelisation (EPM)	
<b>MODULE: FINANCIAL MECANISMS</b>	<b>5</b>
Accounts Consolidation Technique and IFRS	
Financial Stakes of Merger-take-over Operations	
Introduction to Market Finance	
Managing Cash	
<b>MODULE: PERFORMANCE MODELLING</b>	<b>5</b>
Main Management Controlling and Social M.C. methods	
Qualifying the Date / Common Reference	
Definition and Updating of Key Indications (KPI)	
Strategic Diagnosis / Simulation	
<b>MODULE: PROFESSIONAL KNOWLEDGE (2)</b>	<b>3</b>
Finance Bootcamp	
Research Partnership	
Junior Consulting Project	
<b>Career Path</b>	<b>1</b>
<b>INTERNSHIP</b>	<b>15</b>
<b>DISSERTATION</b>	<b>12</b>
<b>French as a Foreign Language</b>	<b>5</b>

# UNDERGRADUATE PROGRAMMES YEAR 2 - YEAR 3



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# Master in Management, Undergraduate Year 3 Caen Campus

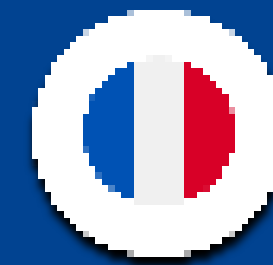


FALL SEMESTER (30 ECTS)	
Course title	Credits
Statistiques - Maths Financières	<b>5</b>
Démarche Marketing	<b>5</b>
Analyse FI/des Coûts	<b>5</b>
Droit du Travail et des Contrats	<b>5</b>
Géopolitique	<b>5</b>
English	<b>5</b>
Parcours carrière	<b>NCB</b>

SPRING SEMESTER (33 ECTS)	
Course title	Credits
Economie Alternative et Appliquée	<b>5</b>
Comportement Organisationnel & Management	<b>5</b>
Comportement du Consommateur	<b>5</b>
Stratégie	<b>5</b>
<i>Comprendre le Dérèglement Climatique et Agir pour la Transition</i>	<b>5</b>
<i>Pensées Stratégies Comparées</i>	<b>5</b>
<i>FIT (Finance, Investissement, Trésorerie)</i>	<b>5</b>
<i>Contrôle de Gestion/Management de la Performance (avec jeu d'entreprise)</i>	<b>5</b>
<i>Basics of International Trade (in English)</i>	<b>5</b>
English	<b>5</b>
Stage	<b>3</b>

# Master in Management, Undergraduate Year 3

## Le Havre Campus



FALL SEMESTER (35 ECTS)	
Course title	Credits
Statistiques - Maths Financières	<b>5</b>
Démarche Marketing	<b>5</b>
Analyse FI/des Coûts	<b>5</b>
Droit du Travail et des Contrats	<b>5</b>
Géopolitique	<b>5</b>
Developing creativity in organisations (in English)	<b>5</b>
English	<b>5</b>

SPRING SEMESTER (33 ECTS)	
Course title	Credits
Economie Alternative et Appliquée	<b>5</b>
Comportement Organisationnel & Management	<b>5</b>
Comportement du Consommateur	<b>5</b>
Stratégie	<b>5</b>
<i>Comprendre le dérèglement climatique et agir pour la transition</i>	<b>5</b>
<i>FIT (Finance, Investissement, Trésorerie)</i>	<b>5</b>
<i>Contrôle de Gestion/Management de la Performance (avec jeu d'entreprise)</i>	<b>5</b>
Projet	<b>NCB</b>
Career Path	<b>NCB</b>
Stage	<b>3</b>
English	<b>5</b>

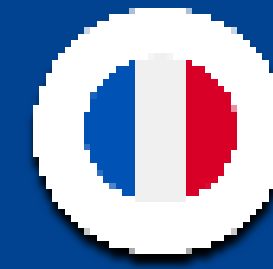
# GRADUATE PROGRAMMES YEAR 4 - YEAR 5



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# Master in Management, Graduate Year 4

## Le Havre Campus



FALL SEMESTER (30 ECTS per track)	
Course title	Credits
<b>CORE COURSES</b>	<b>15</b>
Leadership & GRH	
Éléments Financiers du Business Plan	
Innovation et Intelligence Economique	
Culture Digitale	
English	
<b>TRACK MARKETING</b>	<b>15</b>
Brand Development	
Brand Management	
Business Game Marketing	
<b>TRACK FINANCE</b>	<b>15</b>
Gestion Financière	
Comptabilité Multi-normes et Fiscalité	
Business Game Finance	
<b>TRACK LOGISTIQUE</b>	<b>15</b>
Commerce International, Achats & Logistique	
Supply Chain Management	
Business Game Logistique	

### Here is how it works:

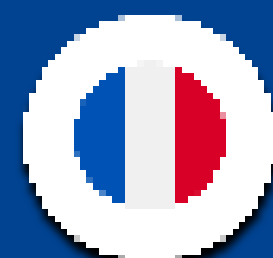
You can choose a track with a specialisation along with core courses and it will give you 30 ECTS in total.

TRACK: CORE+MARKETING	<b>30</b>
TRACK: CORE+FINANCE	<b>30</b>
TRACK: CORE+LOGISTIQUE	<b>30</b>



# Master in Management: Audit et Finance d'Entreprise - Graduate Year 5

## Le Havre Campus



NCB – Non Credit Bearing

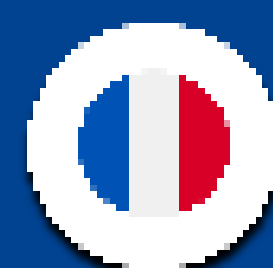
FALL SEMESTER (30 ECTS)	
Course title	Credits
<b>MODULE: COMPTABILISER ET EVALUER</b>	<b>6</b>
Comptabilité Générale	
Evaluation d'Entreprise	
<b>MODULE: CONTROLER ET GERER LES GROUPEES</b>	<b>6</b>
Consolidation	
Contrôle de Gestion	
Intelligence Artificielle pour la Finance	NCB
Enjeux Financiers et DD de l'Entreprise	
<b>MODULE: EVALUER LES ENTREPRISES</b>	<b>6</b>
Séminaire Business Plan	
Concours BP (challenge)	
<b>MODULE: AUDITER ET RECHERCHER</b>	<b>6</b>
Méthodologie de Recherche	
Méthodologie d'Audit	
Visites d'Entreprise	NCB
<b>MODULE: S'INSERER DANS LES ENTREPRISES ET A L'INTERNATIONAL</b>	<b>6</b>
Développement de BDD Financières	
Analyses Economiques	
Parcours Carrière	NCB
Financial English	

SPRING SEMESTER (45 ECTS)	
Course title	Credits
<b>MODULE: INVESTIR ET PLACER</b>	<b>5</b>
Gestion de la Valeur	
Trésorerie des Groupes	
Investissement/Financement	
<b>MODULE: OPTIMISER LES EQUILIBRES FINANCIERS</b>	<b>5</b>
Ingénierie Financière	
Fusion	
Analyse Financière	
<b>MODULE: CULTURE PROFESSIONNELLE ET INTERNATIONALE</b>	<b>5</b>
Parcours Carrière	
Normes Comptables Internationales	
Financial English	
<b>MEMOIRE</b>	<b>12</b>
<b>STAGE</b>	<b>15</b>
<b>Jeu d'entreprise</b>	<b>3</b>

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

## Le Havre Campus

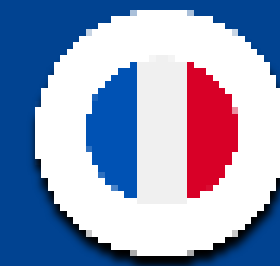


FALL SEMESTER (30 ECTS)	
Course title	Credits
Introduction à la Logistique et Supply Chain	<b>2</b>
Logistique et Systèmes d'Information	<b>2</b>
Logistique Durable	<b>1</b>
Modélisation des Flux	<b>2</b>
Achats et Approvisionnement	<b>2</b>
Management des Opérations	<b>3</b>
Supply Chain Intégrée	<b>3</b>
Management de Projet Digital	<b>2</b>
Management de la Qualité	<b>2</b>
Audit et Contrôle Logistique	<b>3</b>
Gestion des Revenus (coûts, prix, profit)	<b>2</b>
Méthodologie de Recherche	<b>3</b>
Techniques Professionnelles	<b>1</b>
Parcours Carrière 1	<b>NCB</b>
Challenge 1	<b>2</b>

SPRING SEMESTER (45 ECTS)	
Course title	Credits
Introduction au Transport et Commerce International	<b>1</b>
Procédures douanières	<b>1</b>
Transport Multimodal	<b>1</b>
Gestion des Entrepôts Distribution et Innovations	<b>1</b>
Transport Maritime et Stratégies d'Affaires	<b>2</b>
Logistique Portuaire	<b>1</b>
Gestion de Risque et de Crise dans l'Industrie 4.0	<b>1</b>
Management de la Demande et de la Relation Client	<b>1</b>
Management de la Chaîne d'Approvisionnement	<b>2</b>
Digitalisation et Management de la Chaîne de Valeur	<b>2</b>
Projet SAP	<b>1</b>
Fresh Connection	<b>1</b>
Challenge 2	<b>2</b>
Parcours Carrière 2	<b>1</b>
Mémoire	<b>12</b>
Stage	<b>15</b>

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

## Paris Campus



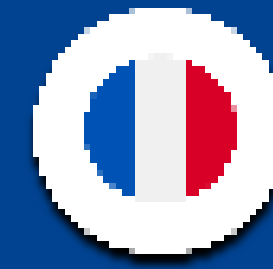
FALL SEMESTER (30 ECTS)	
Course title	Credits
<b>MODULE: COMPRENDRE LA FONCTION RH</b>	<b>6</b>
Introduction, Cartographie de la Fonction RH	
Comportement Organisationnel	
GRH et théorie des organisations	
<b>MODULE: GESTION INDIVIDUELLE DES RESSOURCES HUMAINES</b>	<b>5</b>
Droit du Travail	
Recrutement	
<b>MODULE: DEVELOPEMENT DES COMPETENCES</b>	<b>10</b>
Formation	
Gestion des Compétences (Gestion des Carrières et GPEC)	
Management de la performance et des soft skills	
<b>MODULE: DEVELOPEMENT DE COMPETENCES TRANSVERSALES (S1)</b>	<b>3</b>
Parcours Carrières	
Méthodes de Recherche en Gestion	
English	
<b>MISSION 1</b>	<b>6</b>

SPRING SEMESTER (45 ECTS)	
Course title	Credits
<b>MODULE: GESTION COLLECTIVE DES RESSOURCES HUMAINES</b>	<b>3</b>
Relations Professionnelles et Négociation	
Gestion du Changement	
<b>MODULE: PILOTAGE DIGITAL DES RH</b>	<b>5</b>
Gestion de Projets RH et Transformation Digitale des Organisations	
HR Analytics	
<b>MODULE: PILOTAGE STRATEGIQUE DES RH</b>	<b>5</b>
Stratégie de Rémunération (Contrôle de Gestion RH)	
International Human Resource Management	
GRH et RSE (QVT, Bien-être et Santé au travail, RPS)	
<b>MODULE: DEVELOPEMENT DE COMPETENCES TRANSVERSALES (S2)</b>	<b>2</b>
Parcours Carrières	
Human Resources English	
<b>MISSION 2</b>	<b>3</b>
<b>MEMOIRE</b>	<b>12</b>
<b>STAGE</b>	<b>15</b>

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# Master in Management, Graduate Year 4

## Caen Campus



FALL SEMESTER (30 ECTS per track)	
Course title	Credits
<b>CORE COURSES</b>	<b>15</b>
Leadership & GRH	
Eléments Financiers du Business Plan	
Innovation et Intelligence Economique	
Culture Digitale	
English	
<b>TRACK MARKETING</b>	<b>15</b>
Brand Development	
Brand Management	
Business Game Marketing	
<b>TRACK FINANCE</b>	<b>15</b>
Gestion Financière	
Comptabilité Multi-normes et Fiscalité	
Business Game Finance	
<b>TRACK ENTREPREUNARIAT/INNOVATION</b>	<b>15</b>
Business Model	
Management de l'Innovation	
Business Game ou Challenge	

### Here is how it works:

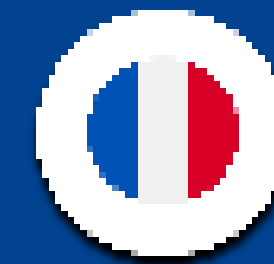
You can choose a track with a specialisation along with core courses and it will give you 30 ECTS in total.

TRACK: CORE+MARKETING	<b>30</b>
TRACK: CORE+FINANCE	<b>30</b>
TRACK: CORE+ENTREPREUNARIAT/ INNOVATION	<b>30</b>

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# Master in Management: Manager des Systèmes d'Informations (SI) - Graduate Year 5

## Caen Campus



FALL SEMESTER (30 ECTS)	
Course title	Credits
Fondements Techniques et Programmation	<b>5</b>
Gestion de Projet SI	<b>6</b>
Modélisation et Bases de Données	<b>5</b>
Management de l'Environnement du Consultant	<b>4</b>
Introduction aux SI et aux Métiers des SI	<b>1</b>
Affirmation de Soi	<b>1</b>
Problématique autour des Technologies Numériques	<b>1</b>
Méthodologie du Mémoire	<b>3</b>
Challenge	<b>2</b>
Parcours carrière 1	<b>NCB</b>
English 1	<b>2</b>

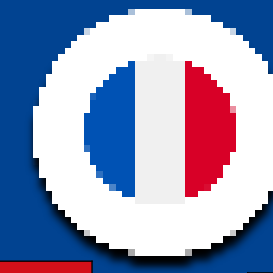
SPRING SEMESTER (45 ECTS)	
Course title	Credits
Intégration des SI aux métiers	<b>4</b>
Gestion de la Sécurité	<b>4</b>
Gouvernance et Stratégie des SI	<b>4</b>
Mission	<b>4</b>
Parcours carrière 2	<b>1</b>
English 2	<b>1</b>
Mémoire	<b>12</b>
Stage	<b>15</b>

# Master in Management: Entreprenariat Digital - Graduate Year 5

## Caen Campus

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NCB – Non Credit Bearing



FALL SEMESTER (30 ECTS)	
Course title	Credits
<b>MODULE: DIGITAL DEVELOPMENT</b>	<b>5</b>
TECH WEEK : Codage + Initiation Python / Conception de Projet web / Construction de Site Web	
Agilité et Design Thinking	
Conception Graphique	
<b>MODULE: START BUSINESS</b>	<b>6</b>
De l'idée au Projet	
Accompagnement Entrepreneurial Digital , Nouvelles Tendances, Coworking Rural et Tiers Lieux	
Construction du Projet (juridique + modèle économique + business plan)	
Management et Psychologie Positive	
<b>MODULE: DIGITAL MARKETING</b>	<b>7</b>
L'étude de Marché pour le Digital	
Entreprendre et Marketing	
E-Marketing	
<b>MODULE: EXPERIENCE ETUDIANTS</b>	<b>6</b>
Mission Entrepreneuriale	
Team Building : créer entreprise tutorats et témoignages	
Méthodologie de Mémoire	<b>3</b>
English	<b>2</b>
Parcours Carrière	<b>1</b>

SPRING SEMESTER (53 ECTS)	
Course title	Credits
<b>MODULE: GO</b>	<b>4</b>
Management de Projet : online project Management	
Business Development	
Ecosystème Territorial de l'Innovation	
<b>MODULE: ENTREPRENEURSHIP : NEW TRENDS &amp; GROWTH</b>	<b>11</b>
Le Retail Direct : les modèles et nouvelles tendances	
Economie Circulaire, Sociale et Solidaire : entreprendre autrement	
Créathon : problématisation et solution innovante	
Le DNVB (Digitally Natives Vertical Brands)	
De la Communauté au Crowdfunding	
Influenceurs et E-réputation vers le Phygital	
Story Selling & Story Telling et contenu video	
Lever des Fonds	
<b>MODULE: EXPERIENCE ETUDIANTS</b>	<b>2</b>
Mission Entrepreneuriale	
Challenge Levée de fonds	
Team Building	<b>NCB</b>
English	<b>2</b>
Parcours Carrière TALENT CHECK	<b>1</b>
<b>MÉMOIRE</b>	<b>15</b>
<b>STAGE</b>	<b>15</b>