

2026-2027 COURSE LIST AND DESCRIPTIONS FOR INCOMING EXCHANGE STUDENTS

I. COURSE LISTS FOR FALL 26 & SPRING 27

Fall 2026 – Semester 1

	Pgm Year	Course Title	Sem.	Language of instruction	Hrs	ECTS Credits
UNDERGRADUATE	3	Digital Transformation & Industry 4.0	S1	Eng	30	5
	3	Ethics & Cross-Cultural Management	S1	Eng	30	5
	3	Fundamentals of Strategy for Global Performance	S1	Eng	30	5
	3	International Finance & Economics	S1	Eng	30	5
	3	International Marketing & French Excellence	S1	Eng	30	5
	3	Leadership & Critical Thinking in the Digital Age	S1	Eng	30	5
		French as a Foreign Language (Beginner)	S1	Fr	30	5
		French as a Foreign Language (Intermediate)	S1	Fr	30	5
GRADUATE	4	Agile Project Management	S1	Eng	30	5
	4	Cost Management Business Game	S1	Eng	30	5
	4	Data & Business Analytics	S1	Eng	30	5
	4	Business Digital Transformation	S1	Eng	30	5
	4	Intrapreneurship & Innovation Management	S1	Eng	30	5
	4	Strategic Management & CSR	S1	Eng	30	5

FALL 26 COURSE SELECTION

Please note that some restrictions apply to course selection to avoid overlapping schedules.

Exchange students will be able to choose courses either in Year 3 or in Year 4 of the program but it won't be possible to mix courses from different years. All students can also add a French as a Foreign Language course. Course selection instructions will be shared with admitted students (in June for Fall Semester) and students will have access to course syllabi.

Spring 2027 - Semester 2

	Pgm Year	Course Title	Sem.	Language of instruction	Hrs	ECTS Credits
UNDERGRADUATE	3	Digital Transformation & Industry 4.0	S2	Eng	30	5
	3	Ethics & Cross-Cultural Management	S2	Eng	30	5
	3	Fundamentals of Strategy for Global Performance	S2	Eng	30	5
	3	International Finance & Economics	S2	Eng	30	5
	3	International Marketing & French Excellence	S2	Eng	30	5
	3	Leadership & Critical Thinking in the Digital Age	S2	Eng	30	5
		French as a Foreign Language (Beginner)	S2	Fr	30	5
		French as a Foreign Language (Intermediate)	S2	Fr	30	5
GRADUATE	4	AI & Marketing	S2	Eng	30	5
	4	Corporate Financial Policy & Strategy	S2	Eng	30	5
	4	Data, Digital & AI for Managerial Decision-Making	S2	Eng	30	5
	4	Global Supply Chain Management	S2	Eng	30	5
	4	Innovation, Entrepreneurship & Project Execution	S2	Eng	30	5
	4	Responsible Global Business, Sustainability & Stakeholder Management	S2	Eng	30	5

SPRING 27 COURSE SELECTION

Please note that some restrictions apply to course selection to avoid overlapping schedules.

Exchange students will be able to choose courses either in Year 3 or in Year 4 of the program but it won't be possible to mix courses from different years. All students can also add a French as a Foreign Language course. Course selection instructions will be shared with admitted students (in November for Spring semester) and students will have access to course syllabi.

II. COURSE DESCRIPTIONS (courses are listed alphabetically)

▪ Agile Project Management (Y4) – Fall only

This 30-hour course is imparted in the form of seminars and aims at providing students with advanced methodological elements and tools needed to successfully manage projects in an international context. A particular focus is given to the Agile Management Technique used in IT projects. Students are expected to actively contribute during the sessions through case studies or examples. The course covers the definition of entrepreneurial, societal and environmental project objectives, its various phases, means of control, risks inherent to projects, specific aspects related to the resources to be deployed and the required leadership from project managers. Finally, compliance issues and ESG strategies are addressed in the context of project management.

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

- a) Structure the main steps of a project, decide on its execution method (Agile, Waterfall).
- b) Assess its feasibility, particularly including project's risks evaluation and management.
- c) Define and set up project resources and control systems, demonstrate leadership in action.

▪ AI & Marketing (Y4) – Spring only

This course examines how artificial intelligence is transforming marketing through automation and content creation at scale, reshaping how brands interact with customers across global markets. Focusing on the integration of AI into marketing operations, the course explores how organizations design and manage automated marketing systems, including customer journeys, campaign orchestration, and real-time engagement. Students will learn how AI enables production, personalization, and optimization of content across multiple channels, while maintaining brand coherence and strategic alignment. The course also addresses the managerial challenges associated with AI-driven marketing, such as content governance, brand consistency, human-machine collaboration, and the ethical implications of automated communication. With an international perspective, students analyze how AI-powered marketing strategies are adapted across different cultural contexts, digital ecosystems, and platform logics. Through case studies, simulations, and applied projects, they develop the ability to design, manage, and evaluate automated marketing systems and AI-generated content strategies that create value for both organizations and customers.

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

- a) Structure and manage automated workflows (e.g., CRM, email, content distribution) to support customer acquisition, engagement, and retention.
- b) Create and manage content strategies using AI tools, ensuring consistency, relevance, and alignment with brand positioning across channels.
- c) Adapt automated campaigns and content strategies to different markets, platforms, and cultural environments.
- d) Assess the effectiveness, quality, and strategic alignment of automated content and campaigns, including risks related to over-automation or loss of brand identity.
- e) Define the roles of human creativity and AI systems in marketing processes, ensuring efficient collaboration and responsible use of automation technologies.

▪ Business Digital Transformation (Y4) – Fall only

This course explores how digital technologies fundamentally transform business models, organizational structures, and value creation processes in a global environment. Rather than focusing on specific tools, the course examines digital transformation as a strategic and organizational challenge, requiring firms to rethink how they create, deliver, and

capture value. Students analyze how technologies such as AI, platforms, cloud computing, and data ecosystems enable new forms of competition, innovation, and customer engagement. The course places strong emphasis on the implementation and governance of transformation, including change management, organizational redesign, leadership, and the alignment of digital initiatives with corporate strategy. It also addresses key challenges such as resistance to change, legacy systems, scalability, and performance measurement. With an international perspective, students explore how digital transformation strategies vary across industries, regions, and regulatory environments, and how global firms manage transformation across diverse markets and cultures. Through case studies, simulations, and applied projects, students develop the ability to design, structure, and lead digital transformation initiatives, balancing technological opportunities with organizational constraints and strategic objectives.

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

- a) Evaluate how digital technologies reshape value propositions, revenue models, and competitive dynamics across industries.
- b) Develop transformation roadmaps that align digital initiatives with corporate objectives, resources, and organizational capabilities.
- c) Identify barriers to change, design change management approaches, and support the adoption of digital practices within organizations.
- d) Adapt digital transformation strategies to different markets, regulatory frameworks, and cultural contexts in global organizations.
- e) Define and use appropriate KPIs to assess the effectiveness, scalability, and sustainability of digital transformation efforts.

▪ **Corporate Financial Policy & Strategy (Y4) – Spring only**

This course provides a comprehensive understanding of how firms make strategic financial decisions to create and sustain value in a global environment. Building on core valuation techniques, the course goes beyond technical modeling to explore how financial policy shapes and supports corporate strategy. Students examine the interdependencies between investment decisions, financing choices, and payout policies, and how these decisions impact firm value, risk exposure, and stakeholder alignment. The course integrates key concepts such as discounted cash flow valuation, relative valuation, capital allocation, and financial signaling, while also addressing the role of corporate governance, agency theory, and ESG considerations in shaping responsible financial strategies. With an international perspective, students analyze financial decision-making across different markets and regulatory environments, using real-world cases and financial data. The course emphasizes the ability to link financial analysis to strategic recommendations, preparing students to support high-level decision-making in corporate and investment contexts.

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

- a) Use discounted cash flow models, comparables, and other valuation techniques to assess firm value and support strategic choices.
- b) Evaluate and formulate investment, financing, and payout decisions, understanding their interdependencies and impact on firm performance.
- c) Analyze how corporate governance mechanisms and agency issues influence financial decisions and long-term value creation.
- d) Evaluate financial strategies and firm performance across different markets, considering regulatory, economic, and institutional differences.
- e) Translate financial analysis into clear, structured, and actionable strategic recommendations for corporate decision-makers.

▪ **Cost Management Business Game (Y4) – Fall only**

The CHOOSE Business Game places participants at the head of a fictitious company in the context of a business competition. The business game enables participants to put into practice various managerial techniques (management, marketing, strategy, negotiation, etc.) seen in previous lessons, in a market simulated using software whose algorithm integrates the decisions of each competing team. It gives participants the feeling of piloting a company, experiencing competitive competition and the vagaries of the economic climate, and lets them experiment with the interrelationships between different corporate functions (HR, marketing, sales, finance, production, etc.). Alongside the simulation, students are presented with various team challenges (communication, HR, financial forecasting).

At the end of the course students will be able to:

- a) Understand the company and its environment through an interdisciplinary approach.
- b) Work in teams: data analysis (marketing, production, management), synthesis of possible options, trade-offs between several paths, decision-making, internal group communication.
- c) Present in the form of a pitch or public presentation.

▪ **Data & Business Analytics (Y4) – Fall only**

This course provides students with the essential tools and methodologies to analyze, interpret, and leverage data for managerial decision-making in a business environment. While grounded in the practical use of Excel, the course goes beyond technical skills to develop a data-driven mindset, enabling students to transform raw data into actionable insights. Students will learn how to structure datasets, perform advanced analyses, and build dynamic dashboards using key functionalities such as pivot tables, advanced formulas, statistical tools, and data visualization techniques. The course also introduces elements of workflow automation, collaborative data environments, and data storytelling, preparing students to operate effectively in digital and international business contexts where data is central to performance and strategy. Through hands-on exercises, business cases, and group projects, students develop the ability to support decision-making processes with robust and relevant data analysis. Students will take the TOSA Excel certification exam at the end of the course to validate their proficiency in data analysis and spreadsheet management.

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

- a) Organize, clean, and manipulate datasets using advanced Excel tools to extract meaningful insights.
- b) Use mathematical, statistical, and logical functions to analyze data and inform managerial decisions.
- c) Develop interactive dashboards that visualize key performance indicators and support business monitoring.
- d) Work efficiently in collaborative settings using shared tools and structured processes for data analysis and reporting.
- e) Interpret analytical results and communicate them clearly to support strategic and operational decisions.

▪ **Data, Digital & AI for Managerial Decision-Making (Y4) – Spring only**

This course explores how data, digital technologies, and artificial intelligence are transforming managerial decision-making processes in complex and uncertain environments. Moving beyond technical data analysis, the course focuses on how managers can structure, interpret, and leverage information to make informed and responsible decisions. Students examine how digital systems and AI tools support - or sometimes distort - decision-making, and how organizations design effective decision frameworks combining human judgment and algorithmic insights. The course introduces key concepts such as decision models, predictive analytics, AI-assisted decision systems, data governance, and cognitive biases, while emphasizing their application in real managerial contexts (strategy, marketing, finance, operations). With an international perspective, students analyze how decision-making practices vary across markets, cultures, and regulatory environments, and how global organizations manage data-driven decisions at scale. Through case studies,

simulations, and applied projects, students develop the ability to design, evaluate, and improve decision-making processes, integrating data, digital tools, and AI while maintaining critical thinking and managerial responsibility.

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

- a) Design decision frameworks that integrate data, digital systems, and managerial judgment.
- b) Analyze outputs from AI and digital tools, assessing their relevance, limitations, and potential biases.
- c) Apply analytical and critical thinking approaches to support decision-making in ambiguous and dynamic environments.
- d) Assess issues related to data governance, privacy, and cross-cultural differences in global decision-making contexts.
- e) Communicate and justify decisions clearly, linking analytical insights to strategic and operational actions.

▪ **Digital Transformation & Industry 4.0 (Y3)**

The course “Digital Transformation and Industry 4.0” is designed for students who want to explore the transformative impact of the Fourth Industrial Revolution. This course explores the Fourth Industrial Revolution (Industry 4.0) and its impact on various aspects of our lives. Students will delve into emerging technologies, their societal implications, and the ethical considerations surrounding Industry 4.0.

At the end of the course students will be able to:

- a) Provide a comprehensive mapping and framework of industry 4.0's key technologies and their impact for traditional businesses while explaining how digital technologies, data analytics, AI and automation converge.
- b) Describe and contextualize the economic, social and environmental impacts associated with industry 4.0 and AI.
- c) Critically analyze positive and negative externalities of industry 4.0's growth and AI.
- d) Identify the different challenges of AI and industry 4.0 regarding ethical issues.
- e) Craft prompts using structured techniques and evaluate the quality, clarity, and bias of AI-generated responses.
- f) Communicate efficiently on a specific digital transformation and Industry 4.0 topic.
- g) Work collaboratively to conduct in-depth research, and present findings on industry 4.0 issues.

▪ **Ethics & Cross-Cultural Management (Y3)**

This course explores the foundations of intercultural management, and the skills needed to effectively manage multicultural teams in a globalized environment. Students will learn to navigate cultural differences, manage intercultural conflicts, and develop strategies adapted to various cultural contexts. The course will also focus on ethical aspects, policies, and innovative practices in intercultural management.

At the end of this course students will be able to:

- a) Identify, analyze and understand cultural differences that influence behavior and management in a global context.
- b) Develop skills to communicate effectively across different cultures, understanding and overcoming cultural barriers and misunderstandings.
- c) Master the techniques to identify and resolve cultural conflicts in a multicultural work environment.
- d) Acquire the skills needed to effectively lead multicultural teams, by understanding leadership styles appropriate to different cultural contexts and developing intercultural management strategies.
- e) Design and adapt business and marketing strategies for different cultural markets, taking into account the specific needs and expectations of consumers in various cultural contexts.

- **French as a Foreign Language (Beginner)** – students can enroll in one level only each semester.

This course is designed for students who have never studied French before. The course gives the students the needed elements and the fundamental bases of the language in order to communicate in personal, social, and academic contexts. Students can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type. They can introduce themselves and others and can ask people questions about themselves. They can answer the same type of questions. They can communicate simply if the interlocutor speaks slowly and clearly and is cooperative. Classes will primarily focus on oral communication skills.

At the end of the course, students will be able to:

- a) Greet and introduce themselves;
- b) Give and ask for personal information;
- c) Ask and understand the price of a product in a shop;
- d) Ask and give the time;
- e) Express possession and talk about their family;
- f) Talk about their likes, dislikes and daily activities;
- g) Invite, accept or refuse an invitation.

- **French as a Foreign Language (Intermediate)** – students can enroll in one level only each semester.

This intermediate French course is for students who have a A2 or B1 level in French. The course gives the needed elements to produce a simple, coherent message on topics which are familiar or of personal interest for students. Its outline can be modified to suit the level of the group in French or to react to events in France or in the world. Classes will primarily focus on oral communication skills.

At the end of the course, students will be able to:

- a) Understand the challenges of immigration in France;
- b) Give advice (use of subjunctive tense);
- c) Talk about new consumer trends;
- d) Describe past events and present the biography of a French personality (use of passé composé);
- e) Talk about original places in Paris;
- f) Talk about friendships (use of relative pronouns qui, que, à qui);
- g) Talk about new technologies and social networks.

- **Fundamentals of Strategy for Global Performance (Y3)**

The course focuses on corporate strategy within the international environment. Its content can actually be extended to other types of organizations (nonprofit associations, cooperatives, public institutions, hospitals, etc.). The aim is to help students become familiar with complex strategic issues by using analytical frameworks—particularly those from foresight studies—as well as concepts and tools for building scenarios and evaluating strategic options. The course seeks to explore various ways to analyze a company's competitive position in global markets in order to craft a strategy, meaning a course of action despite the many uncertainties of the world and the impact of globalization on the competitive landscape. It involves designing a business model and developing a business plan to implement the strategy by allocating resources accordingly.

At the end of the course, students will be able to:

- a) Use theories, concepts and tools of strategic management to analyze organizations' strategy.
- b) Describe multinational organizations' strategy in an international context.
- c) Integrate social and environmental responsibility and ethical standards in business analysis.

- d) Critically assess strategic directions of companies.
- e) Achieve effective problem-solving through analyzing strategic decisions and behavior of companies.
- f) Produce appropriate and informed action plan for company survival or development.
- g) Design a business strategic plan informed by a comprehensive diagnosis of the company and its environment.
- h) Interpret global performance indicators across various functional areas of organizations.
- i) Communicate information, data, diagnosis and strategic recommendations on companies in a multicultural context.
- j) Collaborate in multicultural teams to produce a strategic analysis.

▪ **Global Supply Chain Management (Y4) – Spring only**

This course provides a comprehensive and strategic understanding of how firms design, manage, and optimize global supply chains and operations in an increasingly complex and uncertain environment. It explores the key components of supply chain management - including procurement, logistics, supplier relationships, and cost management - while emphasizing their integration within global value chains. Students examine how organizations create competitive advantage through efficient and resilient operations, balancing cost, service level, and risk. The course places particular emphasis on contemporary challenges such as supply chain resilience, geopolitical risks, sustainability, and digital transformation (e.g., blockchain, data-driven supply chains). It also addresses how firms collaborate with international partners and manage interdependencies across regions and cultures. Through case studies, group projects, and applied analysis, students develop the ability to analyze, design, and improve global supply chain systems, integrating strategic, operational, and environmental considerations in decision-making.

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

- a) Understand and map global value chains, identifying key actors, flows, and strategic interdependencies.
- b) Assess supplier performance, manage risks, and design sourcing strategies in complex international environments.
- c) Apply tools such as Total Cost of Ownership (TCO) and design-to-cost approaches to support decision-making based on overall value.
- d) Evaluate environmental, social, and geopolitical risks and design more resilient and sustainable supply chain systems.
- e) Analyze how digitalization (e.g., data systems, blockchain, automation) transforms supply chain processes and coordination.

▪ **Innovation, Entrepreneurship & Project Execution (Y4) – Spring only**

This course focuses on the end-to-end execution of innovation and entrepreneurial projects, from opportunity identification to scalable implementation in real-world, international contexts. Going beyond traditional entrepreneurship courses, it emphasizes the operational, financial, and organizational challenges of turning ideas into executable and scalable ventures. Students explore advanced concepts such as lean execution, venture scaling, project governance, resource allocation, risk management, and go-to-market strategies across different countries and ecosystems. The course integrates an international perspective by examining how innovation projects are developed and deployed across diverse markets, regulatory environments, and cultural contexts, including startup ecosystems, corporate innovation units, and cross-border ventures. Through project-based learning, execution sprints, and real-life constraints (time, budget, stakeholders), students learn how to deliver results, not just design concepts. The course culminates in the execution and defense of a project demonstrating feasibility, scalability, and implementation readiness.

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

- a) Translate an idea into a clear execution roadmap, including milestones, resources, governance, and performance indicators.

- b) Assess financial viability, operational constraints, and scaling potential across different markets and organizational contexts.
- c) Design and adjust project strategies to account for cultural, regulatory, and market differences in global settings.
- d) Identify key risks, allocate resources efficiently, and coordinate stakeholders to ensure project delivery under constraints.
- e) Develop and defend a project that demonstrates execution readiness, including go-to-market strategy, implementation plan, and measurable outcomes.

▪ **International Finance & Economics (Y3)**

This course introduces the principles and practices of international economics and global finance. It explores key economic theories, trade policies, financial markets, and exchange rate mechanisms relevant to an increasingly interconnected world. Students will analyze international trade through classical models such as comparative advantage, examine the roles of major institutions like the WTO and IMF, and understand how companies and governments operate within global financial systems.

Throughout the course, emphasis is placed on both theoretical foundations and practical applications. Topics include exchange rate determination, interest rate parity, financial risk management, and the impact of economic policies in open economies. The course culminates in a group case study, allowing students to apply their knowledge to real-world scenarios.

Designed for students with a background in economics and finance, the course fosters both analytical skills and global awareness, preparing participants for careers in international business or finance.

At the end of the course students will be able to:

- a) Understand core concepts, frameworks, and models of management theory, along with the functional areas of business.
- b) Understand diverse cultures and international dynamics of business.
- c) Critically analyse and differentiate management theories and concepts, and apply them across diverse business contexts.

▪ **International Marketing & French Excellence (Y3)**

This course combines the basic principles of international marketing with the specific features of the French luxury goods industry, which is remarkably successful all over the world. France's prestigious brands and French "art de vivre" are world famous. Five French firms belong to the world's top 10 luxury groups, (LVMH, Kering, L'Oréal, Hermès, Chanel). This course presents the genesis, history, and extraordinary development of this business sector, from Colbert to Bernard Arnault. Through the study of emblematic examples (Champagne, haute couture, perfume, jewelry, etc.), it presents the origins, strategy, key success factors and future prospects of the great names in French luxury, from Vuitton to Louboutin.

At the end of the course students will be able to:

- a) Understand the basics of present-day international marketing.
- b) Know the history, background and key success factors of the French luxury industry.
- c) Understand the specific aspects of the French "Art de vivre".
- d) Master the strategy and marketing actions of the main luxury brands.

▪ **Intrapreneurship & Innovation Management (Y4)-Fall only**

This course aims to equip students with the knowledge and skills required to initiate, design, and lead innovation projects within existing organizations through an intrapreneurial approach. Based on a real-world company case, students engage in a full innovation process: identifying strategic opportunities, conducting market and competitive

analyses, designing an innovative value proposition, and developing a viable business model. Emphasis is placed on leveraging artificial intelligence as a driver of innovation and organizational performance, as well as integrating social and environmental impact considerations in line with the Sustainable Development Goals (SDGs). The course adopts a hands-on, project-based learning approach, enabling students to develop practical competencies in innovation management, strategic thinking, and managerial communication, culminating in the delivery of a professional pitch to stakeholders.

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

- a) Diagnose strategic issues or opportunities within an organization using appropriate analytical frameworks.
- b) Develop a product or service offering that integrates intrapreneurial thinking and multiple forms of innovation (technological, organizational, service-based).
- c) Integrate AI solutions effectively to enhance the impact and scalability of an innovation project.
- d) Build a comprehensive strategic proposal, including business model, feasibility analysis, and social/environmental impact.
- e) Communicate a structured and convincing project proposal tailored to organizational stakeholders, using effective storytelling and presentation techniques.

▪ **Leadership & Critical Thinking in the Digital Age (Y3)**

The very idea of writing a summary today of a 30-hour course is questionable to those who would prefer to prompt the answer to an LLM, perhaps tweak it, or simply accept it. This behavior is the current approach to work and studies for many, as it is considered exact and productive. Yet, what consequences are there in outsourcing our work, decisions, organization and on our critical thinking and potential for 'leadership' if we prompt every answer to every question?

After defining the 'Digital Age', students will look at critical thinking approaches and past and current dogma, credos and conventional wisdom (with A.I.'s almighty input), to then approach serious issues in leadership as per belief, trust, commonly shared goals (or not), levels of information at one's disposal, the post-truth era, and the noise of pundits, soothsayers, prophets, profiteers, and leaders in a skewed, fractured world – or perhaps a nearly whole, uniform world (if only a few more believed and acted *just like me*.)

At the end of the course, students will be able to:

- a) Understand core concepts, frameworks, and models of management theory, along with the functional areas of business.
- b) Critically analyse and differentiate theories and concepts of management and apply them to various professional contexts.
- c) Efficiently resolve problems and take data-driven, informed decisions.
- d) Produce appropriate and informed creative recommendations to address specific challenges.
- e) Implement a project in a collaborative and multicultural framework.

▪ **Responsible Global Business, Sustainability & Stakeholder Management (Y4) – Spring only**

This course explores how organizations operate and create value within complex global systems, where economic performance, sustainability imperatives, and stakeholder expectations are deeply intertwined. Moving beyond a traditional CSR approach, the course adopts a systems thinking and global governance perspective, examining how multinational companies navigate conflicting stakeholder interests, regulatory diversity, geopolitical risks, and sustainability transitions. It integrates advanced frameworks such as stakeholder capitalism, global value chains, ESG metrics, impact measurement, and multi-level governance (firms, states, NGOs, international institutions). Students will analyze how organizations design and implement responsible business models across borders, manage stakeholder ecosystems, and respond to global challenges such as climate change, inequality, and technological disruption. Through

international case studies, simulations, and stakeholder negotiation exercises, the course develops the ability to make and justify complex decisions under uncertainty, balancing financial, social, environmental, and geopolitical dimensions.

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

- a) Evaluate how international economic, political, regulatory, and societal dynamics shape corporate strategies and sustainability challenges across countries and regions.
- b) Identify, prioritize, and analyze stakeholders (firms, governments, NGOs, communities, investors) and design engagement strategies in multi-actor, cross-border contexts.
- c) Develop business models that integrate ESG principles, global value chain considerations, and long-term value creation across multiple geographies.
- d) Formulate and justify strategic choices in situations involving trade-offs between profitability, sustainability, risk exposure, and stakeholder expectations.
- e) Engage in structured negotiation, influence diverse stakeholders, and defend responsible decisions in complex global contexts.

▪ **Strategic Management & CSR (Y4) – Fall only**

This course provides a critical and integrative introduction to corporate strategy, addressing the growing importance of corporate social responsibility (CSR), ethics, and sustainable transformation in contemporary organizations. It explores the core foundations of strategic management - such as competitive positioning, growth strategies, and alliances - while embedding them within a broader reflection on ethical decision-making and responsibility. Drawing on major philosophical traditions (e.g., duty-based ethics, consequentialism, virtue ethics, care ethics, and capabilities), the course challenges students to rethink the role of business in society. Through case studies, role plays, and a final roundtable, students develop the ability to analyze complex strategic situations, navigate ethical dilemmas, and design strategies that balance economic performance with societal and environmental impact in uncertain and dynamic environments.

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

- a) Demonstrate a solid understanding of strategic management frameworks and the ethical, theoretical, and philosophical foundations of corporate responsibility.
- b) Evaluate how economic, social, cultural, and institutional environments shape strategic choices and CSR practices.
- c) Identify, structure, and resolve complex strategic issues by integrating ethical reasoning and responsible decision-making approaches.
- d) Formulate strategic options that balance competitiveness, sustainability, and stakeholder expectations in complex environments.
- e) Engage in structured argumentation, collaborate in teams, and justify strategic decisions by integrating both business and ethical perspectives.