



**Paris  
School of  
Business**



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# Course Catalogue

## *Incoming Students*

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Founded in 1974, Paris School of Business is a European elitist Grande Ecole management school that combines academic excellence, international awareness, and professional experiences.

Cited as one of the top post-baccalaureate schools in France, its Grande École Program offers a 5-year course leading to an official Master level degree which is also internationally accredited by AMBA as of October 2014, EFMD as of February 2019 and most recently AACSB in February 2020

## English - Spring 2026

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## COURSE SELECTION RULES AND ACADEMIC CALENDAR

International students enrolled in the PSB Study Abroad or Exchange Programs can select English taught courses from two different programs:

- Global Immersion Programme – Undergraduate

Students can select between 6 and 30 ECTS per semester within one single track (1 course minimum and 5 maximum).

- Master in Management (MIM) - Postgraduate

Students can select between 5 and 30 ECTS credits per semester within one single track (1 course minimum and 6 maximum). **It is not possible** for students **to choose** courses from **both** the Investment & Financial Risk Management and the Luxury Retail & Brand Management **track**.

**Please take into account that courses from PSB MIM and PSB GIB programs cannot be mixed and it is not possible to mix English/French programs.**

**Allocation to track and courses will be done based on student completion of prerequisites and availabilities.**

**Starting and ending dates will vary according to the track:**

Track	Courses	Exam Period	Break Time	Resit Exam Period*
Global Immersion Programme (Undergraduate)	From January 26 <sup>th</sup> to April 17 <sup>th</sup> , 2026	From April 20 <sup>th</sup> to April 24 <sup>th</sup> , 2026	From March 16 <sup>th</sup> to March 20 <sup>th</sup> , 2026	From June 8 <sup>th</sup> to June 12 <sup>th</sup> , 2026
PSB MIM – Year 4 (Post-graduate)	From February 9 <sup>th</sup> to May 26 <sup>th</sup> , 2026	From June 1 <sup>st</sup> to June 3 <sup>rd</sup> , 2026	N/A	From August 31 <sup>st</sup> to September 4 <sup>th</sup> , 2026

**An Orientation Day will be held for all students on January 23<sup>rd</sup>.**

**\*Resit exams will be held on campus and students will be invited to register online after they receive their results from the semester to attend the resits on campus. No online resit will be organized.**

## GLOBAL IMMERSION PROGRAMME (GIP) COURSE LIST – ONLY UNDERGRADUATE

The Global Immersion programme is the ideal way to become familiar with the world of business, while making the most of life in Paris!

The program allows you to specialize your study abroad semester in Management, Luxury or International Business; with the option to complete a Certificate of Business as mentioned on page 5 or remain global by undertaking between 6 and 30 ECTS per semester.

### SECOND/THIRD YEAR (UNDERGRADUATE LEVEL)

This track takes place from **January 23<sup>rd</sup> to April 24<sup>th</sup>, 2026** (exams included).

Course Code	Track	Module	ECTS
S4MKG001	PSB SA	Luxury Brand Management	6
S4MKG002	PSB SA	Luxury Retail	6
S4MKG003	PSB SA	Marketing applied to Luxury	6
S4SOM001	PSB SA	Management of Change and Innovation	6
S4SOM006	PSB SA	Principles of Operations Management	6
S4SOM064	PSB SA	Business consulting	6
S4SOM004	PSB SA	International Strategic Management	6
S4SOM005	PSB SA	Organizational Behavior	6
S4COM062	PSB SA	Intercultural Communication	6
S4INT063	PSB SA	Doing Business in Europe	6
S4INT026	PSB SA	International Business	6
S4MKG015	PSB SA	International Marketing	6
S4FIN002	PSB SA	Corporate Finance	6
S4FIN003	PSB SA	International Finance	6
S4LNG001	PSB SA	French Beginner	6

Courses will take place from Monday to Friday.

## CERTIFICATE OF BUSINESS

You will find hereafter a list of the three different Certificate of Business from Paris School of Business and the courses you need to complete to get one. You need to undertake and pass the mentioned three courses, as well as undertaking two additional courses from the Global Immersion Programme.

- **CERTIFICATE IN LUXURY**

Students undertaking and passing the three following core courses and two additional courses from the PSB SA track can get the PSB Certificate of Business in Luxury.

Course Code	Track	Module	ECTS
S4MKG001	PSB SA	Luxury Brand Management	6
S4MKG002	PSB SA	Luxury Retail	6
S4MKG003	PSB SA	Marketing applied to Luxury	6

**+ two other courses from the Global Immersion Programme**

- **CERTIFICATE IN MANAGEMENT**

Students undertaking and passing the three following core courses and two additional courses from the PSB SA track can get the PSB Certificate of Business in Management.

Course Code	Track	Module	ECTS
S4SOM001	PSB SA	Management of Change and Innovation	6
S4SOM006	PSB SA	Principles of Operations Management	6
S4SOM004	PSB SA	International Strategic Management	6

**+ two other courses from the Global Immersion Programme**

- **CERTIFICATE IN INTERNATIONAL BUSINESS**

Students undertaking and passing the three following core courses and two additional courses from the PSB SA track can get the PSB Certificate of Business in International Business.

Course Code	Track	Module	ECTS
S4FIN003	PSB SA	International Finance	6
S4MKG015	PSB SA	International Marketing	6
S4INT026	PSB SA	International Business	6

**+ two other courses from the Global Immersion Programme**

## PSB MASTER IN MANAGEMENT (MIM) PROGRAM – ONLY POSTGRADUATE

Paris School of Business' 5-year Master in Management Program consists of three years of undergraduate level studies and two years of postgraduate level studies. International students can select one of the two different tracks and undertake from 6 to 30 ECTS per semester (1 course minimum and 5 maximum).

**IMPORTANT: Courses of different tracks cannot be mixed.**

### FOURTH YEAR (POSTGRADUATE / MASTER LEVEL)

Please note that, in this program, courses will mostly take place on Thursdays and Fridays as degree-seeking students work in a company the rest of the week. However, classes from this track won't have a fixed schedule and classes' hours are likely to change from one week to another.

### Luxury Retail & Brand Management (LRBM)

This track takes place from February 9<sup>th</sup> to June 3<sup>rd</sup>, 2026 (exams included).

Course Code	Track	Module	ECTS
P4MKG038	PSB MIM M1 IT	Luxury Brands and Digital Transformation	5
P4MKG103	PSB MIM M1 IT	Sustainability and Luxury project	5
P4PSK024	PSB MIM M1 IT	Overview of the Luxury New Challenges for the Luxury Legacy, Sustainability & Digital Global Luxury Consumer Trends	5
P4SOM004	PSB MIM M1 IT	International Luxury Brands Strategies Key Luxury Markets and Strategies of the Leading Groups International Development of a Luxury Product	5
P4SOM005	PSB MIM M1 IT	Retail Strategies for Luxury Brands Selling Techniques for Luxury Goods and Sales Force Management CRM in Luxury Retail	5
P4PSK004	PSB MIM M1 IT	Luxury Sectors I Hospitality & Wellness The Cosmetic Industry	5

**! COURSES WILL TAKE PLACE ON MONDAY AND TUESDAY ONLY ! EXCEPTION ON FRIDAY, MARCH 20<sup>th</sup>, WHEN STUDENTS ARE EXPECTED TO HAVE CLASS.**

**IMPORTANT: SOME OF THESE MODULES ARE COMPOSED OF THREE OR FOUR COURSES. ALL COURSES HAVE TO BE VALIDATED TO GET THE FULL CREDITS AND CANNOT BE TAKEN SEPARATELY)**

## Investment & Financial Risk Management (IFRM)

This track takes place from February 9<sup>th</sup> to June 3<sup>rd</sup>, 2026 (exams included).

Course Code	Track	Module	ECTS
P4FIN020	PSB MIM M1 IT	Financial Markets	5
P4FIN021	PSB MIM M1 IT	Portfolio Management & Investment Valuation	5
P4FIN022	PSB MIM M1 IT	Advanced Financial Analysis	5
P4FIN038	PSB MIM M1 IT	Securities transactions and financial regulations Post Market & Securities Servicing Banking and Financial Law	5
P4FIN023	PSB MIM M1 IT	Risk Management	5
P4FIN045	PSB MIM M1 IT	Tools for financial markets Fundamentals of mathematics for finance Excel	5

**! COURSES WILL TAKE PLACE ON MONDAY AND TUESDAY ONLY ! EXCEPTION ON FRIDAY, MARCH 20<sup>th</sup> , WHEN STUDENTS ARE EXPECTED TO HAVE CLASS.**

**IMPORTANT: SOME OF THESE MODULES ARE COMPOSED OF THREE OR FOUR COURSES. ALL COURSES HAVE TO BE VALIDATED TO GET THE FULL CREDITS AND CANNOT BE TAKEN SEPARATELY)**

**GLOBAL IMMERSION  
PROGRAMME (GIP)**  
*(Undergraduate)*





# LUXURY BRAND MANAGEMENT

Course Code	S4MKG001
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Friday 4:00PM – 7:30PM

## COURSE DESCRIPTION:

This course will study the main segments of the luxury market from the perspective of their key issues and the challenge of their economic development. A focus on social trends, with the emergence of the Z generation, will lay the foundation for an understanding of the business of the luxury industry. In fact, managing a luxury brand is a challenging task, which requires a careful balance between creativity and design as well as brand image and corporate objectives. For hundreds of years, it is recognized that luxury goods should be timeless, finely crafted to express rarity and exclusivity. But, nowadays, facing a massive digital shift, with the explosion of social and digital media platforms, the marketing communications of the luxury goods brands has become as far more multi-faced with new objectives of democratisation. Not so long ago, it was said that to achieve success in the field of luxury, it was necessary to do exactly the opposite of what was taught in traditional marketing lessons. Is it still the case? That is the question. This course will provide an update on major topics

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Fully understand the main aspects of the luxury industry today (markets, players) with its current challenges and issues;
- Allow students to have a comprehensive overview of the management of luxury brands in different categories of products and /or services;
- Understand the dynamics of new luxury in opposition with the old one; -Investigate on the luxury products and/or services, price, distribution and communication;
- Demonstrate their specific skills in Luxury Brand Management along with problem solving

## LEARNING RESOURCES:

BCG ALTAGAMMA, 2019 true-luxury global consumer insight, 6th edition

BAIN & COMPANY, Personal luxury goods market grew by 4 percent in 2019 to reach €281 billion, November 28, 2019  
<https://www.bain.com/about/media-center/press-releases/2019/fall-luxury-report/>

Slides will be shared with the students after every session via email.



# LUXURY RETAIL

<b>Course Code</b>	S4MKG002
<b>Language of Instruction</b>	English
<b>Level</b>	Undergraduate
<b>Track</b>	Global Immersion Programme
<b>Semester</b>	Fall/Spring Semester
<b>Number of ECTS</b>	6
<b>Contact Hours</b>	Total number of contact hours: 24.5
<b>Campus</b>	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
<b>Timetable</b>	Tuesday 4:00PM – 7:30PM

## COURSE DESCRIPTION:

This course is an introduction to Luxury Retail. After identifying the key elements of Luxury, the course will highlight the evolution of the point of sale to the actual revolution of luxury customer experience due to ambient technologies and focus on the changes in consumer demand. It seeks to boost students' creativity and points out the importance of customer relationship management.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- To have a comprehensive overview of the Global Luxury Retail Markets with a focus on French luxury market.
- To understand the main challenges of luxury retail - To analyze and diagnose different types of retail concepts
- To identify the last strategic distribution trends for the Luxury Retail Markets

## LEARNING RESOURCES:

Mac Neil, P., Riello, G., « Luxury : a rich history » (2016) - ISBN: 9780199663248

Blanckaert C., Som A., "The road to Luxury: The evolution, markets, and strategies of Luxury Brand Management" John Wiley (2015) Chevalier, M. , Gutsatz, M., « Luxe et retail » - (2016) Ed. Dunod

Kapferer, J.N., Bastien, V. « The Luxury strategy : break the rules of Marketing to build a luxury brand »



# MARKETING APPLIED TO LUXURY

Course Code	S4MKG003
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Tuesday 11:30AM – 1:15PM + 2:15PM – 4:00PM

## COURSE DESCRIPTION:

After a brief review of fundamental marketing concepts, such as brand, identity and image, we will study the specificities of luxury, and we will analyze how brands should communicate and manage their brand equity to develop themselves. This course is divided into three main sections:

1. The luxury Industry and its customers
2. The strategic management of a luxury brand
3. The specificities of the marketing of a luxury brand

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

The goal of this class is to familiarize the students with luxury codes (specificities) and communication, and to emphasize that luxury marketing is different from the “classic” marketing used for the mass markets.

- Explain the differences between business-as-usual scenario and what is specific in the marketing of luxury brands
- Describe luxury clients and identify their needs
- Identify main luxury players, strategies and issues
- Develop a good grasp of brand management in the Luxury Industry

## LEARNING RESOURCES:

Kotler P., Keller K., Manceau D. - Marketing management (Editions Pearson, 2017 - 15th edition) – ISBN 978-2-326001688

Hoffmann J., Lecamp L. – Independent luxury: the four Innovation Strategies to Endure in the Consolidation Jungle - (Palgrave Ed., 2015) – ISBN 978-1-137-48146-7

Collectif IFM – Mode & Luxe / Fashion & Luxury – (Editions IFM Regard, 2014) – ISBN 978-2-914863-29-2

Kapferer J.N. – Kapferer on Luxury: How Luxury Brands Can Grow Yet Remain Rare (Kogan Page Libri Ed, 2015) – EAN 9780749474362



# MANAGEMENT OF CHANGE AND INNOVATION

Course Code	S4SOM001
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Friday 8:00AM – 11:30AM

## COURSE DESCRIPTION:

The goal of this course is to investigate the key concepts of the management of innovation and the interaction between change management and the management of innovation. This course focuses on three aspects the management of innovation and creativity, innovation management and change management. These aspects explain the transformation of doing business in the context of a turbulent environment. With this course, students can -understand the various ways to innovate and - identify the key challenges for companies to create new services and products in the turbulent environment. The "new" way to innovate and to foster creativity inside large firms. Sessions #1 to #9 point out how the companies combine exploration and exploitation, develop creative ideas, they install various innovation processes and how they install the various strategies of open innovation. The last sessions analyze the dynamics of ecosystems in which firms need to evolve to be innovative. The course shows how firms transform themselves to be flexible and innovative.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Define the role of innovation and change in enterprise and national level economic performance
- Describe the technological, human, economic, organizational, social and other dimensions of innovation
- Demonstrate and better manage the effects of change on people and work systems
- Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology

## LEARNING RESOURCES:

Birkinshaw J. And Gibson C. (2004) "Building Ambidexterity into Organization", California Management review

Chesbrough H. W. & Garman A.R (2009), "How open innovation can help you cope in Leans times" Harvard Business Review, pp. 70-79

Birkinshaw J., Bessant J., Delbridge R. (2007) "Finding, Forming and Performing : creating networks for discontinuous innovation", California Management Review vol. 49 (3), pp. 67-84



# PRINCIPLES OF OPERATIONS MANAGEMENT

Course Code	S4SOM006
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Thursday 11:30AM – 1:15PM + 2:15PM – 4:00PM

## COURSE DESCRIPTION:

The course is in English and is designed to approach the fundamentals of operations management, through simulation games and case studies. A strong focus is made on understanding the importance of operations management and its supportive function and role in the company

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Define key concepts in operations and supply chain management
- Recognize different types of business activities from an operations management perspective
- Analyze operational problems using the basic tools and concepts of operations management;
- Interpret basic contemporary operations and manufacturing organizational approaches and the supply-chain management activities

## LEARNING RESOURCES:

Monczka, R., Handfield, R., Giunipero, L.C., Patterson, J.L. & Waters, D. (2020), Purchasing and supply chain management. 7th edition. Hampshire, UK: Cengage.



# BUSINESS CONSULTING

<b>Course Code</b>	S4SOM064
<b>Language of Instruction</b>	English
<b>Level</b>	Undergraduate
<b>Track</b>	Global Immersion Programme
<b>Semester</b>	Fall/Spring Semester
<b>Number of ECTS</b>	6
<b>Contact Hours</b>	Total number of contact hours: 24.5
<b>Campus</b>	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
<b>Timetable</b>	Wednesday 11:30AM – 1:15PM + 2:15PM – 4:00PM

## COURSE DESCRIPTION:

This course is intended to help students better understand their business environment, and to introduce the practice, and the problems that consultants face. The course will shed light on the complex roles that consultants and consulting firms play in enhancing the effectiveness of their clients. Through a clear understanding of international business consulting, this course will focus on strategy and management and details the job of an international consultant and how to succeed in Business consulting.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Describe the consulting business industry
- Prepare a consulting proposal for a client
- Illustrate the process of preparing and following client relationships
- Summarize the steps to start a consulting business

## LEARNING RESOURCES:

Wickham, L., Wilcock, J. (2016). Management consulting delivering an effective project. Pearson

Weiss, A. (2011). The Consulting bible: everything you need to know to create and expand a seven-figure consulting practice.

Fombrun C.J., Nevins M.D. (2004). Advice business: the essential tools and models for management consulting. Pearson.

Weinberg G.M., Satir V. (1986). The Secrets of Consulting: A Guide to Giving and Getting Advice Successfully. Dorset House



# INTERNATIONAL STRATEGIC MANAGEMENT

Course Code	S4SOM004
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Wednesday 8:00AM – 11:30AM

## COURSE DESCRIPTION:

This course is about understanding and meeting the challenges faced by managers and firms competing internationally. The course is structured with a mix of lectures, videos and case studies.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Use conceptual tools and frameworks to make external strategic analyses for international organizations (comparative analysis of national business environments, assessment of the international business environment, etc.)
- Use conceptual tools and frameworks to make internal strategic analyses for international organizations (analyzing culture, purpose and CSR in an international organization)
- Apply conceptual tools and frameworks to make relevant recommendations for international strategic choices (analyze international opportunities, select and manage entry modes, develop & market products in international contexts)

## LEARNING RESOURCES:

- Exploring Strategy, 9th Edition, Johnson, Scholes & Whittington, Prentice
- International Business: The Challenges of Globalization 8th Edition, John J. Wild, Kenneth L. Wild.



# ORGANIZATIONAL BEHAVIOR

Course Code	S4SOM005
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Wednesday 4:00PM – 7:30PM

## COURSE DESCRIPTION:

The course will focus upon the challenges faced by individuals in international corporations with respect to Interpersonal relationships, communication, diversity, individual decision making, motivating self and workforce, group behavior and leadership, corporate culture, and change and stress management.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Review strategies employed by individuals in international corporations to deal effectively with diversity
- Recognize the impact of one's individual decisions upon the team and workforce
- Deal with changing and challenging psychological and emotional issues they will witness in the workplace.

## LEARNING RESOURCES:

Robins, S., Judge, T. Organizational Behavior, 19th global edition, Pearson





# INTERNATIONAL MARKETING

<b>Course Code</b>	S4MKG015
<b>Language of Instruction</b>	English
<b>Level</b>	Undergraduate
<b>Track</b>	Global Immersion Programme
<b>Semester</b>	Fall/Spring Semester
<b>Number of ECTS</b>	6
<b>Contact Hours</b>	Total number of contact hours: 24.5
<b>Campus</b>	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
<b>Timetable</b>	Monday 11:30AM – 1:15PM + 2:15PM – 4:00PM

## COURSE DESCRIPTION:

In an era of digital transformation, big data and rapid technological developments, marketers are motivated to exploit external opportunities, expand their businesses, and maintain growth. This course prepares students to examine the theories and practices of international marketing critically. Critical areas of culture, economic forces, political and legal issues, and language will be the focus of the course. Inclass discussions examine motivational factors and driving forces of international marketing, and a group assignment will allow students to critically reflect upon the course content. In addition, students will apply the acquired knowledge during a marketing simulation game. Finally, the students will solidify their understanding of marketing mix, the basics of international marketing strategy, and global market theories through experiential learning, using case studies and incidents. Shortly after the commencement of the course, the professor will regularly share various aspects of social marketing with the students. Social Responsibility in marketing involves attracting customers who want to impact their buying decisions positively. Companies in today's business world have adopted socially responsible marketing strategies to increase customer awareness and help the community via beneficial services. It is important to evaluate the ways in which marketing managers can apply CSR-related activities to generate value for their various stakeholders. It is just as important to advance knowledge on CSR implementation in the field of marketing through this literature review and corresponding empirical evidence. Holding a Ph.D. in International Business specializing in responsibility management, students will leverage the professor's academic knowledge in CSR and exploit the chance to share modernized case studies and relevant references.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Describe different national cultures and analyze the interaction between the organization's aims and the external environment to formulate the right marketing strategies
- Identify the key characteristics of international marketing I teams
- Apply power and influence tactics in international marketing teams to take advantage of diversity
- Learn the essentials of international marketing strategy
- Understand the segmentation, targeting, and positioning process in international markets
- Be able to apply international marketing concepts to marketing mix activities
- Evaluate theories and techniques for formulating international marketing strategies and critically assess organizational changes

## LEARNING RESOURCES:

Baack D., Czarnecka B., Baack D. (2018) International Marketing. SAGE Publications Ltd, 2nd edition


Bijmolt, T. H., Heerde, H. J. V., & Pieters, R. G. (2005). New empirical generalizations on the determinants of price elasticity. *Journal of Marketing Research*, 42(2), 141-156.

Boles, J. S., Johnson, J. T., & Barksdale Jr, H. C. (2000). How salespeople build quality relationships: A replication and extension. *Journal of Business Research*, 48(1), 75-81.

Campbell, M. C. (2007). "Says who?!" How the source of price information and affect influence perceived price (un)fairness. *Journal of Marketing Research*, 44(2), 261-271.

DeIVecchio, D., Krishnan, H. S., & Smith, D. C. (2007). Cents or percent? The effects of promotion framing on price expectations and choice. *Journal of Marketing*, 71(3), 158-170.

Homburg, C., & Kuehn, C. (2014). Is the more always better? A comparative study of internal and external integration practices in new product and new service development. *Journal of Business Research*, 67(7), 1360-1367.



Homburg, C., Müller, M., & Klarmann, M. (2011). When should the customer really be king? On the optimum level of salesperson customer orientation in sales encounters. *Journal of Marketing*, 75(2), 55-74.

Kotler P., Armstrong G. (2012), *Principles of Marketing*. 14th edition. Pearson education.

Landwehr, J. R., McGill, A. L., & Herrmann, A. (2011). It's got the look: The effect of friendly and aggressive "facial" expressions on product liking and sales. *Journal of Marketing*, 75(3), 132-146.

Nelson, L. D., Meyvis, T., & Galak, J. (2009). Enhancing the television-viewing experience through commercial interruptions. *Journal of Consumer Research*, 36(2), 160-172.

Orth, U. R., & Malkewitz, K. (2008). Holistic package design and consumer brand impressions. *Journal of Marketing*, 72(3), 64-81.

Pieters, R., Wedel, M., & Batra, R. (2010). The stopping power of advertising: Measures and effects of visual complexity. *Journal of Marketing*, 74(5), 48-60.

Pullig, C., Simmons, C. J., & Netemeyer, R. G. (2006). Brand dilution: When do new brands hurt existing brands? *Journal of Marketing*, 70(2), 52-66.

Samaha, S. A., Paltmatier, R. W., & Dant, R. P. (2011). Poisoning relationships: Perceived unfairness in channels of distribution. *Journal of Marketing*, 75(3), 99-117.

Wiles, M. A., & Danielova, A. (2009). The worth of product placement in successful films: An event study analysis. *Journal of Marketing*, 73(4), 44-63.



# CORPORATE FINANCE

Course Code	S4FIN002
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Tuesday 8:00AM – 11:30AM

## COURSE DESCRIPTION:

Financial statement analysis, dividend policy, shares buyback, working capital management.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

This course complements the tools and techniques of fundamentals of finance with theoretical and practical analysis of risk and return in different contexts. It provides the necessary background to follow any of the more advanced finance electives.

## LEARNING RESOURCES:

Ross, S., Jaffe, J. & Westerfield, R. (2016), Corporate Finance. 11th edition. New York, US: McGraw-Hill.

Assorted articles from academic journals (including Harvard Business Review, Journal of Finance, Journal of Corporate Finance).  
Supplementary literatures from financial news (including Economist, Financial Times, Bloomberg), various data and analyst report



# INTERNATIONAL FINANCE

<b>Course Code</b>	SAFIN003
<b>Language of Instruction</b>	English
<b>Level</b>	Undergraduate
<b>Track</b>	Global Immersion Programme
<b>Semester</b>	Fall/Spring Semester
<b>Number of ECTS</b>	6
<b>Contact Hours</b>	Total number of contact hours: 24.5
<b>Campus</b>	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
<b>Timetable</b>	Thursday 4:00PM – 7:30PM

## COURSE DESCRIPTION:

The course is a study of the global financial environment from the point of view of the multinational enterprise. The course covers the global financial environment, foreign exchange theory and markets, foreign exchange exposure and the financing of the global firm. With the rapid globalization of the world economy, the managers of a firm have to understand that their decisions will be greatly influenced by variables such as exchange rate policies, trade policies, international accounting standards, etc. The goal of this course is to help students understand how the managers of a firm function in this increasingly uncertain environment. This course will focus on four main areas of international finance: (1) key economic theories, (2) financial instruments for risk management, (3) exchange risk management, and (4) international financing and investment issues

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Describe the economics of foreign trade and currency markets
- Determine and hedge transaction, operating and translation risk
- Explain debt and equity financing in a multinational context

## LEARNING RESOURCES:

Eiteman D. K., Stonehill A. I., Moffet M. H., 2016, Multinational Business Finance, Fourteenth Edition, Global Edition, Pearson Education Limited

Bekaert G., Hodrick R., 2018, International Financial Management, Third Edition, Cambridge University Press

Brigham E F, Ehrhardt M C, Financial Management: Theory and Practice, Southwestern Educational Publishing, 11th edition or previous

Bhidé A., 2010, A Call for Judgment, sensible finance for a dynamic economy, Oxford University Press

Cowen T., 2010, Risk and Business Cycles, Routledge



# INTERNATIONAL BUSINESS

Course Code	S4INT026
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Thursday 8:00AM – 11:30AM

## COURSE DESCRIPTION:

An interactive and cross knowledge-based class taking advantage of the diversity of countries.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Describe how multinational companies devise strategies to expand and operate globally
- Select tools and methods to fulfill roles in such international environments as manager's team coordinators and prepare to participate to industrial sales marketing strategies worldwide or in several territories
- Identify and select several key countries and study their economic environment trade and FDI.

## LEARNING RESOURCES:

Title: International Business: The Challenges of Globalization, 8th Edition John J. Wild, University of Wisconsin, Kenneth L. Wild ©2016 |Pearson G. BIBLIOGRAPHY

Title: International Business: The Challenges of Globalization, 8th Edition John J. Wild, University of Wisconsin Kenneth L. Wild ©2016 |Pearson

Secondary books:

Title: International business - Saylor Foundation 2007 ebooks <http://www.saylor.org/book>



# DOING BUSINESS IN EUROPE

<b>Course Code</b>	S4INT063
<b>Language of Instruction</b>	English
<b>Level</b>	Undergraduate
<b>Track</b>	Global Immersion Programme
<b>Semester</b>	Fall/Spring Semester
<b>Number of ECTS</b>	6
<b>Contact Hours</b>	Total number of contact hours: 24.5
<b>Campus</b>	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
<b>Timetable</b>	Monday 8:00AM – 11:30AM

## COURSE DESCRIPTION:

This course introduces key concepts and frameworks of strategic analysis and strategic formulation. Case studies and team projects offer a dynamic way to bring course concepts to life with interactive learning. The key contents include how to analyse the external environment and internal capabilities, how to develop business and corporate strategies, and how to understand the roles of culture, innovation, and change for companies with a market focus on our operational roots in Europe. Students are expected to develop a strategic understanding of the European business environment and business implications for companies operating in the European context. This course aims to foster students' abilities of strategic thinking – asking key questions, seeking additional information, making sense of the information, and drafting strategic plans in a systematic way.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Identify the main differences of doing business in Europe per country
- Describe the main European institutions that affect business in Europe
- Select strategies required to do business in different countries of the EU

## LEARNING RESOURCES:

Hill, C. (2015). Strategic Management Theory. Cengage Publishing.

Gabriele Suder, (2016), Doing Business in Europe, Sage Publishing

W. Chan Kim, Renee Mauborgne, (2005), Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant, Harvard Business School Press

Debra Johnson & Colin Turner, European Business, Third edition, Routledge, 2016

Guay, Terrence (2014), The Business Environment of Europe. Firms, Governments, and Institutions, Cambridge University Press.

Hofstede, Geert (2010), Cultural Dimensions for International Business.



# INTERCULTURAL COMMUNICATION

Course Code	S4COM062
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Friday 11:30AM – 1:15PM + 2:15PM – 4:00PM

## COURSE DESCRIPTION:

The main communication modes (verbal vs non-verbal, etc.) and communication levels (individual, group and organizational) will be discussed. International communication in periods of change and crisis is also covered. At the end of the class, students will be able to: 1) create and manage communication plans; and 2) identify and anticipate communication crisis.

This course introduces key concepts and models of international communication. The objective of the course is to master the main communication tools and concepts in an international context. Students are also expected to learn about the importance of using appropriate communication tools in multicultural business environments. At the end of the module students should feel more confident in evolving in multicultural environments. They develop expertise in the business communication area.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

- Define the basic concepts and ideas of communication across culture
- Discuss the concepts of communication to create a well-structured message
- Compare the main developed countries' cultural differences in the subject of communication

## LEARNING RESOURCES:

Lillian H Chaney, Jeanette S Martin, (2000), Intercultural Business Communication, 2nd ed., Prentice-Hall.

Bridging the Culture Gap: A Practical Guide to International Business Communication 2nd edition (available on cyberlibris)

McDaniel, E. (2015). Communication Between Cultures. Cengage Publishing



# FRENCH FOR BEGINNERS

Course Code	S4LNG001
Language of Instruction	English
Level	Undergraduate
Track	Global Immersion Programme
Semester	Fall/Spring Semester
Number of ECTS	6
Contact Hours	Total number of contact hours: 24.5
Campus	Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris
Timetable	Monday 4:00PM – 7:30PM

## COURSE DESCRIPTION:

The students will learn basic verbs, tenses, and daily expressions which will allow them to socialize and have small talk. Oral skills and written skills will be required to validate this module.

- Final examination
- Written exam (translation, conjugation and a short essay in French)

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

The objective for the students is to be able to have simple conversations with french people in different situations:

- Introducing oneself
- Describing oneself (family, dreams, projects)
- Ordering (in cafés, restaurants)
- Expressing their tastes, desires.
- Asking for direction
- Taking appointments
- Visiting french sites
- Talking about past events

## LEARNING RESOURCES:

- Get started in French by Catrine Carpenter (Collection Teach Yourself)





# MASTER IN MANAGEMENT

*(Postgraduate)*

## LUXURY RETAIL AND BRAND MANAGEMENT



# LUXURY BRANDS AND DIGITAL TRANSFORMATION

Course Code	P4MKG038
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

According to McKinsey, by 2025, nearly a fifth of luxury sales will be online (and digital will influence 100% of sales). Master the digital opportunity has become a strategic competency for luxury brands. The recent Coronavirus pandemic reinforced, even more, the importance of digital management for luxury companies.

As wealthier consumers do more of their shopping online, luxury brands have no choice but to embrace digital transformation. It's no secret that some industries have embraced digital transformation faster than others. Luxury brands have typically been at the slower end of the scale. The problem for these brands is that wealthier consumers are doing more of their shopping online. Ideas such as digital transformation and digitization are closely related to the concept of digital innovation. In today's evolving marketplace, many businesses recognize that they need to transform, innovate, and adopt new technology in order to stay competitive.

This course provides students with an overview of the Leading actors who have successfully adopted a digital strategy, focusing on this skyrocketing customer demand to immerse into a virtual experience.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- To examine the crucial challenges of Digital Transformation in the Luxury Industry
- To investigate/diagnose Luxury Brands who have embraced Digitalization
- To evaluate the various aspects of Digitalization

## LEARNING RESOURCES:

Briones E. *"Luxe & Digital – Stratégies pour une digitalisation singulière du luxe"* – Dunod – 2016  
Cabigiosu, A. *Digitalization in the Luxury Fashion Industry*; Springer Science and Business Media LLC: Berlin/Heidelberg, Germany,

2020.

Chevalier M. et Gusatz M. *"Luxury Retail and Digital Management: Developing Customer Experience in a Digital World"* – Wiley – 2020



# SUSTAINABILITY AND LUXURY PROJECT

Course Code	P4MNT103
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

1) This course aims at equipping students with fundamentals of event marketing. Using events as a marketing channel gives potential customers a unique, first-hand interaction with the company and a true sense of the company's focus, perspective, and personality.

2) This course aims to show that luxury brands are pivoting towards sustainability and eco-friendly business models.

This course takes the form of a concrete professional project: Each year, the students in this Master's programme are given the task of organizing a charity event, with the support of a luxury brand, in aid of an association dedicated to saving the planet. This event serves 3 purposes:

- A charity house,
- The luxury house, which, in addition to its charitable work, also gives young people an insight into luxury and sustainable development,
- The students, who learn how to raise awareness of CSR causes, just as they will do tomorrow when they work in the luxury industry.

The fact that this is a concrete project with a charitable vocation, and involving a luxury house, increases consequently the students' engagement and the integration of the necessary values of sustainable development into the world of luxury.

This course is a Blended learning class. Blended learning, is an approach to education that combines online educational materials and opportunities for interaction online with traditional place-based classroom methods.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Analyze the relationship between Luxury and Sustainable Development
- Develop innovative and sustainable business initiative
- Question professional expectations within the scope of Sustainable Development in Luxury Industry
- Elaborate an event planning process

**LEARNING RESOURCE:** <https://hausvoneden.com/lifestyle/sustainable-luxury-brands-as-pioneers-of-positive-change/>  
McKinsey & Co - Fashion's new must have sustainable sourcing at scale  
BCG-sustainability-metaverse-in-fashion-opportunity-or-threat-oct-2022





# OVERVIEW OF THE LUXURY

Course Code	P4PSK024
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

This module has two different courses which cannot be taken separately:

- **New Challenges for the Luxury Industry: Legacy, Sustainability & Digital**
- **Global Luxury Consumer Trends**

Key topics include omnichannel strategies, personalization in luxury services, the balance between innovation and tradition, and the impact of global events such as the COVID-19 pandemic on luxury business models. This course provides an in-depth exploration of the unique customer behavior and emerging global trends that define the luxury and fashion sectors. Students will develop a deep understanding of how luxury brands engage with Ultra High Net Worth Individuals (UHNWIs), manage customer relationships, and adapt to evolving market trends. Throughout the course, students will engage with case studies, debates, and strategic planning workshops that challenge them to apply theoretical concepts to real-world luxury brands. By the end of the course, they will be able to conduct market research, propose marketing strategies, and craft communication plans for luxury and fashion brands. This course is highly interactive, with a focus on critical thinking, group discussions, and multimedia presentations

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

More specifically on “New challenges for the luxury industry: Legacy, Sustainability & digital”

- Understand how luxury brands engage with Ultra High Net Worth Individuals (UHNWIs),
- Analyze how luxury brands manage customer relationships,
- Understand how to adapt to evolving market trends

More specifically on “Global Luxury Consumer Trends”

- Describe the shifting consumer preferences in context of values and behaviors
- Name the key forces for change affecting the future of the luxury industry
- Understand emerging technologies impacting the luxury consumer trends
- Mapping the needs and consumer habits of the target market.

## LEARNING RESOURCES:

TBA



# INTERNATIONAL LUXURY BRANDS STRATEGY

Course Code	P4SOM004
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

This module has two different courses which cannot be taken separately:

- **Key Luxury Markets and Strategies of the Leading Groups**
- **International Development of a Luxury Product**

More specifically on “International development of a luxury product” course:

The purpose of the course is to offer students comprehensive knowledge about the fundamentals in luxury, and to foster students’ creative and critical thinking capacities to develop luxury brands. At the end of the class, students be able to:

- Apply special codes and practices to manage different product lines in brand portfolio
- Adapt to new market tendencies, while remaining faithful to its identity
- Cater to desires of new generation of consumers
- Explore creativity through cross-boundary collaborations

More specifically on “Key luxury markets and strategies of the leading groups” course:

Offering a dynamic survey of the global market for luxury goods, this course kicks off with an overview of the international luxury industry and introduces major figures, brands, and innovative trends. After a brief exploration of the history of the luxury market, the course discusses the geographic expansion of the market over the past few decades while simultaneously undertaking an important investigation of the pressing issues in the sector such as changing consumer behaviour, sustainability, ethical commerce, and what is perhaps the most urgent topic, the rush for digitalization

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

More specifically on “International development of a luxury product” course:

- Debate firm strategies according to a cultural background
- Propose operational solutions to firm’s problematic
- Consider how to develop a luxury product internationally

More specifically on “Key luxury markets and strategies of the leading groups” course:

- Compare key players in the luxury sector and their unique propositions to consumers.
- Suggest what the future of the luxury market may look like based on current trends and innovations.
- Articulate the crucial roles of marketing and technology in the luxury sector.



## LEARNING RESOURCES:

Kapferer, J. N., & Bastien, V. (2012). *The luxury strategy: Break the rules of marketing to build luxury brands* (2nd ed.). Kogan Page

Kapferer, J. N., & Bastien, V. (2012). *Luxe oblige* (2nd ed.). Eyrolles

Kapferer, J. N., & Florence, P. V. (2016). Beyond rarity: The paths of luxury desire. How luxury brands grow yet remain desirable. *Journal of Product & Brand Management*, 25(2), 120–133

Kapferer, J. N. (2014). The artification of luxury: From artisans to artists. *Business Horizons*, 57(3), 371–380

Bendell, J., & Kleanthous, A. (2007). *Deeper luxury*. WWF-UK

Deloitte. (2023). Global powers of luxury goods 2023. Retrieved from <https://www.deloitte.com/global/en/Industries/consumer/analysis/gx-cb-global-powers-of-luxury-goods.html>

Bain & Company. (n.d.). *Luxury and technology: Toward the boutique of the future*. Retrieved from <https://www.bain.com/insights/luxury-and-technology-toward-the-boutique-of-the-future/>

Luxe Digital. (n.d.). Why luxury brands are investing in online retail. Retrieved from <https://luxe.digital/business/reports/online-luxury-retail-transformation>

Luxe Digital. (n.d.). Luxury retail: How digital is transforming high-end shopping. Retrieved from <https://luxe.digital/business/reports/future-online-luxury-retail/>

OMMAX. (n.d.). Omnichannel digital strategy for luxury e-commerce. Retrieved from <https://www.ommax-digital.com/en/insights/industry-insights/the-future-of-luxury-e-commerce/>

Ekimetrics. (n.d.). Building data-driven transformation in luxury. Retrieved from <https://ekimetrics.com/article-insights/building-data-driven-transformation-in-luxury/>

McKinsey & Company. (n.d.). Jumpstarting value creation with data and analytics in fashion and luxury. Retrieved from <https://www.mckinsey.com/industries/retail/our-insights/jumpstarting-value-creation-with-data-and-analytics-in-fashion-and-luxury>

eTail East. (n.d.). Why luxury brands need to embrace big data to connect with customers. Retrieved from <https://etaileast.wbresearch.com/blog/why-luxury-brands-need-to-embrace-big-data-to-drive-growth-strategy>

Luxe Digital. (n.d.). Big data analytics drives luxury brands growth beyond digital. Retrieved from <https://luxe.digital/business/reports/big-data-drives-luxury-brands-growth-beyond-digital/>

Marketing Beat. (2022, May 15). Insight: How influencers can help luxury brands. Retrieved from <https://www.marketing-beat.co.uk/2022/05/15/luxury-brands-influencer/>

Clulbrich. (n.d.). How blockchain, VR, and AI transform the fashion industry. Retrieved from <https://www.clulbrich.com/blog/casestudy-vr-ar-fashion>

The Ethos. (n.d.). How sustainability is shaping the future of the luxury market. Retrieved from <https://the-ethos.co/sustainability-luxury-market-future/>



# RETAIL STRATEGIES FOR LUXURY BRANDS

Course Code	P4SOM005
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

This module has two different sections which cannot be taken separately:

- **Selling Techniques for Luxury Goods & Sales Force Management**
- **CRM in Luxury Retail**

### Selling Techniques for Luxury Goods & Sales Force Management:

Today the role of boutique managers is crucial. The competition in the luxury market is wide so that it is essential to create amazing experiences for your clients. For that boutique managers have to inspire their staff on a daily basis through management by example as well as by a participative and leadership management style. The content of this course will therefore focus on the main missions of a boutique manager: how to make an effective boutique action plan to reach objectives as well as which management style to use and actions to initiate in order for each staff member to perform.

### CRM in the Luxury Industry:

This course familiarises students with the broad perspectives of Customer Relationship Management (C.R.M.), Customer Experience Management (C.X.M.), Loyalty programs and the Consumer Data elements within the Luxury Retail Experience from prior to the Point of Sales and onward. The focus of the course is on the overall elements and concepts on how to build and manage customer information and relationships into the retail space. Your knowledge of the marketing fundamentals will be helpful to understand the concepts of this course.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

### Sales Force Management:

- Understand how to establish a boutique action plan through the KPIs and levers of performance that will enable to reach the objectives.
- Know how to motivate teams by a participative and personalised approach : play with the 3 main manager postures.
- Understand how to run an individual sales coaching.
- Master and apply the tools to make inspirational morning brief.





#### CRM in the Luxury Industry

- Understand the fundamentals of the Customer Relationship Management (C.R.M.) within the Luxury Industry.
- Identify and analyse key CRM strategies used by luxury brands to enhance customer loyalty and experience
- Apply CRM tools and techniques to create personalised and memorable customers experience.

#### LEARNING RESOURCES:

Batat, W. (2019). Digital luxury: Transforming brands and consumer experiences. SAGE Publications

Blanckaert, C. (2015). The road to luxury: The evolution, markets and strategies of luxury brand management. Wiley

Chevalier, M., Gusatz, M., & Tassin, F. (2019). Luxury retail and digital management: Developing customer experience in a digital world. Wiley

Hammond, R. (2017). Smart retail: Winning ideas and strategies from the most successful retailers in the world. Pearson

Johnston, M. W., & Marshall, G. W. (2016). Sales force management: Leadership, innovation, technology (12th ed.). Routledge

Kapferer, J. N. (2015). How luxury brands can grow yet remain rare. Kogan Page

Kapferer, J. N., & Bastien, V. (2009). The luxury strategy: Break the rules of marketing to build luxury brands. Kogan Page

Lojacono, G. (2024). The future of luxury customer experience

Merk, M. (2014). Luxury sales force management: Strategies for winning over your brand ambassadors (2014th ed.). Palgrave Macmillan

Toister, J. (2017). The service culture handbook: A step-by-step guide to getting your employees obsessed with customer service. Toister Performance Solutions

Tour, G., & Lent, R. (2014). Selling luxury: Connect with affluent customers, create unique experiences through impeccable service, and close the sale. Wiley

Ríos, A. (2016). The impact of the digital revolution in the development of market and communication strategies for the luxury sector (fashion luxury). Central European Business Review, 5(2), 17-36.  
<https://doi.org/10.18267/j.cebr.14>



# LUXURY SECTORS I

Course Code	TBA
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

This module has two different sections which cannot be taken separately:

- Hospitality & Wellness
- The Cosmetics Industry

### The Hospitality Industry

The hospitality industry is poised to embrace a new era of wellness thanks to the growing emphasis being placed on preventative health measures for surviving today's environments. With travelers paying more attention to their health and wellbeing, the industry is responding with a range of innovative solutions designed to enhance the guest experience. Now, more than ever, the hospitality industry is synonymous with the notion of wellness, itself linked to the powerful beauty and cosmetics market.

### The cosmetic Industry

In today's fast-paced world and challenging emotional landscape, prioritising self-care and holistic wellness has become essential. This has seen a significant shift in the beauty industry and its consumers. The traditional notion of beauty has expanded to encompass not only external appearance but also the deeper focus on health and internal balance. This emerging paradigm has given rise to the beauty and wellness trend in personal care, where consumers seek products that promote self-care rituals, holistic health, and a mindful approach to beauty. Further to a solid recovery since the height of the COVID-19 pandemic, the global cosmetics industry is growing at impressive rates. According to the market research company Euromonitor Int'l, in 2023 the sector registered a total value of over \$617.2 billion, and is projected to reach \$670.8 billion with a 9% annual growth. Backed by the growing success of wellness, boosted by the holistic trend in luxury hotels and spas, the cosmetics market has found unexpected drivers for growth.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

*On successful completion of this module, students should be able to:*

Hospitality & Wellness:

- Understand how Wellness is transforming the Hospitality Landscape by unveiling a new customer's experience,
- Analyze the new luxury consumer segmentation in Hospitality & Wellness,
- Identify the meaning of Hospitality & Wellness.
- Question luxury hotels brands to be able to make a managerial recommendation.



The cosmetics Industry:

- Understand the Beauty market and its future evolution and the new Beauty Consumer's expectations
- Be aware of the specificities of the different Beauty sectors
- Appreciate the new Beauty Business models

#### LEARNING RESOURCES:

Chapuis, J. M. (2024). *Le grand livre de l'hospitality management: Enjeux, concepts et outils fondamentaux du secteur hôtelier*. Dunod

Niinepuu, K., Tooman, H., & Smith, M. (2022). Customer delight and implications for spa management: Examples from Estonian and Finnish day spas. *International Journal of Spa & Wellness*, 5(1), 101-111.  
<https://doi.org/10.1080/24721735.2021.1961113>

Cosmetics Business. (2023). *Cosmetics Business predicts 5 top beauty trends of 2023 in new report*. Retrieved from  
[https://www.cosmeticsbusiness.com/news/article\\_page/Cosmetics\\_Business\\_predicts\\_5\\_top\\_beauty\\_trends\\_of\\_2023\\_in\\_new\\_report/205369](https://www.cosmeticsbusiness.com/news/article_page/Cosmetics_Business_predicts_5_top_beauty_trends_of_2023_in_new_report/205369)

PurseBlog. (n.d.). *The rise of indie brand-driven trends*. Retrieved from  
<https://www.purseblog.com/opinion/the-rise-of-indie-brand-driven-trends/>

Harper's Bazaar. (2023). *2023 beauty trends*. Retrieved from  
<https://www.harpersbazaar.com/uk/beauty/beauty-shows-trends/a42280107/2023-beauty-trends/>



# MASTER IN MANAGEMENT

*(Postgraduate)*

## INVESTMENT & FINANCIAL RISK MANAGEMENT



# FINANCIAL MARKETS

Course Code	P4FIN020
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

Overview of the overall functioning of financial markets  
Workings of the stock market and shares valuation Bonds  
Foreign exchange market  
Futures contracts  
Options

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

Differentiate the overall function and operations of financial markets Value shares and bonds  
Explain the workings of the foreign exchange market and devise a basic hedge  
Arrange the use of futures contracts to establish speculative, hedging and arbitrage strategies  
Explain options and the possibilities they offer

## LEARNING RESOURCES:

Bodie Z., Kane A., Marcus A., (2014), Investments, McGraw-Hill, 10th global edition  
Damodaran, A (2012) Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, John Wiley and Sons, 3rd Edition  
**Elton E et al. (2006) Modern portfolio theory and investment analysis . Hoboken NJ, Wiley** Anthony Saunders, Marcia Millon Cornett; Financial Markets and Institutions; 5th edition, 2012; McGraw Hill



# PORTFOLIO MANAGEMENT

Course Code	P4FIN021
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

The main steps of the course are:

Organization of different security markets, main kinds of investments, relations between risk and return.

Asset pricing models: the efficient frontier, standardized measure of systematic risk (beta), Capital Asset Pricing Model.

Basic principles of financial asset management: objectives, preferences, constraints; benchmark selection, performance measurement.

Valuation principles by asset class, and clues to risk management through derivative instruments.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

The aim of this course is the help students understand and be familiar with the main financial instruments and techniques used today for investment management. The course is structured to give the user a complete perspective on these instruments from theory to application. At the end of the sessions, the students should be able to:

- 1.Explain and categorize the different types of markets organizations and their constituents,
- 2.Distinguish the market participants according to their objectives and their behaviour,
- 3.Differentiate the main financial instruments used for investing purposes,
- 4.Evaluate the risks attached to the use of financial instruments,
- 5.Elaborate an investing strategy and build a portfolio
- 6.Select a methodology to implement a strategy
- 7.Monitor the evolutions of an investment strategy
- 8.Assess an investment strategy according to its objectives and asset mix

## LEARNING RESOURCES:

Bodie Z., Kane A., Marcus A., (2014), Investments, McGraw-Hill, 10th global edition

Solnik Bruno, McLeavey Dennis, (2008), Global Investments, Pearson, 6th edition

Jacquillat, Bertrand, Solnik, Bruno, Pérignon, Christophe, (2014) Marchés financiers : Gestion de portefeuille et des risques, Dunod, Ed. 6 (available on Cyberlibris)



# ADVANCED FINANCIAL ANALYSIS

Course Code	P4FIN022
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

Financial Statements - understanding the basics, Financial Statement Analysis, Analysis of Inventories, Analysis of Long Lived assets, Leases and off balance sheet debt, Analysis of Financing Liabilities, Analyses of Income Taxes.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Debate the roles of financial reporting and financial statement analysis
- Explain the relationship of financial statement elements and accounts, and classify accounts into the financial statement elements
- Outline the relationships among the income statement, balance sheet, statement of cash flows and build those statements
- Calculate revenue and describe the general principles of revenue recognition and accrual accounting
- Analyze balance sheets; calculate and interpret liquidity and solvency ratios
- Compare cash flows from operating, investing, and financing activities and classify cash flow items
- Distinguish between the direct and indirect methods of presenting cash from operating activities
- Calculate, and interpret activity, liquidity, solvency, profitability, and valuation ratios.

The aim of this module is to prepare students for the CFA exam Level 1 Financial Reporting and Analysis.

## LEARNING RESOURCES:

Robinson Th., Henry E. Pirie W. & Broihahn M. (2015), *International Financial Statement Analysis*, 3rd Edition, CFA Institute Investment Series, John Wiley & Sons

2018 CFA Level 1 Wiley Program Curriculum Volume 3

Schweser 2015 CFA Level 1 Notes

Alexander D., Britton A., Jorissen A., Hoogendoorn M. & Van Mourik C. (2017), *International Financial Reporting and Analysis*, 7th Edition, Cengage Learning EMEA.

Pauline Weetman (2019), *Financial and Managerial Accounting – an introduction*, 8th Edition, Pearson



# SECURITIES TRANSACTIONS AND FINANCIAL REGULATIONS

Course Code	P4FIN038
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

This module has two different sections which cannot be taken separately:

- **Post Market & Securities Servicing**
- **Banking and Financial Law**

Post market and securities servicing:

The course will cover the following topics: definition and overview of financial markets, the market lifecycle from front to back organization, and the post- market participants.

Banking and financial law:

Many topics will be covered in this course: legal issues, regulation of commercial banks, regulation of securities houses, Basel agreements, stress testing and back testing, market risk governance in the banking industry, international standard-setting bodies, European financial regulation and AMF organization.

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

(for the course Post market and securities servicing)

- Explain the post market industry, how it works, who are the participants
- Differentiate the stakes and challenges for each participant
- Acquire the necessary knowledge and skills to fully apprehend the post market.

(for the course Banking and financial law)

- Explain the juridical and regulatory environment of financial markets
- Distinguish juridical and regulatory risks linked to their activity
- Mobilize quickly their knowledge to make a decision corresponding to the law and the deontology

## LEARNING RESOURCES:

Loader, David (2013), Clearing, Settlement and Custody, Elsevier Science & Technology Books





(available on Cyberlibris)

Jorion P. (2011) Financial risk manager handbook, Wiley

Droit bancaire .10 ème éd. Paris - Bonneau, Thierry – Montchrestier

Droit des marchés financiers – Bonneau, Thierry, Drummond, France -3ème éd -Economica, 2019

L'essentiel du droit financier – Merville, Anne-Dominique – éd. Gualino, collection Carrés Rouges

McGill, R., Patel, N. (2008), Global Custody and Clearing Services, Palgrave

Chan Diana, Fontan Florence, Rosati Simonetta and Russo Daniela (2007), The securities Custody industry, Occasional Paper Series, Central bank, n°68.

Basel III: A global regulatory framework for more resilient banks and banking systems:

<http://www.bis.org/publ/bcbs189.htm>

Büthe T., Mattli W. (2010), "International Standards and Standard-Setting Bodies", in Coen D., Grant W., Wilson G. (2010), The Oxford Handbook of Business and Government, OU





# RISK MANAGEMENT

Course Code	P4FIN023
Language of Instruction	English
Level	Graduate
Track	PSB MIM M1 IT
Semester	Spring Semester
Number of ECTS	5
Schedule	Total of contact hours: 28
Campus	Campus Cluster Paris Innovation
Timetable & Room	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

The course is essentially structured around two major conceptual blocks. The first deals with the description of the corporate risk-return arbitrage, a corner stone in finance and the fundamentals of the process used in corporate risk management. The second block is dedicated to the analytical frameworks and tools used in the risk management process. A primer is dedicated to the sensitive case of litigation and mitigation in relation with business concerns. Perspectives of ESG plus R and supply chain related risks are discussed.

Various examples and short case studies will be used for class discussion and assignments

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

- Demonstrate the role risk plays in value creation of an organization
- Build risk maps and decision trees
- Elaborate the analytical framework providing for design and implementation of an effective risk management strategy that would protect the competitive advantage and brand reputation
- Develop an interdisciplinary perspective on risk management

## LEARNING RESOURCES:

Radical Uncertainty: Decision-making for an unknowable future by M. King and J. Kay, The Bridge Street Press; ISBN-13 : 978-1408712597

Simple Tools and Techniques for Enterprise Risk Management by Robert J. Chapman, John Wiley & Sons, ISBN-13 : 978-1119989974

OECD Risk Management and Corporate Governance  
<https://www.oecd.org/corporate/ca/corporategovernanceprinciples/42670210.pdf>

Enterprise risk management: Review, critique, and research directions by Bromiley & al, 2015. Long range planning, 48(4), 265-276.

Risk Management at ESA C. Preyssl & R. Atkins, ESA bulletin 97

ICH guideline Q9 on quality risk management, EMA/CHMP/ICH/24235/2006



# TOOLS FOR FINANCIAL MARKETS

<b>Course Code</b>	P4FIN039
<b>Language of Instruction</b>	English
<b>Level</b>	Graduate
<b>Track</b>	PSB MIM M1 IT
<b>Semester</b>	Spring Semester
<b>Number of ECTS</b>	5
<b>Schedule</b>	Total of contact hours: 28
<b>Campus</b>	Campus Cluster Paris Innovation
<b>Timetable &amp; Room</b>	Timetable & Room will be available on your extranet a week prior to the start of your class.

## COURSE DESCRIPTION:

This module has two different sections which cannot be taken separately:

- Fundamentals of Mathematics for Finance
- Excel

Fundamentals of mathematics for finance:

The content is based on main quantitative tools such as statistics, probabilities, common probability distributions, sampling and estimation and hypothesis testing.

Excel: TBA

## COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

On successful completion of this module, students should be able to:

Fundamentals of mathematics for finance: the aim of this course is to prepare students to the CFA examination (Quantitative methods), and to give them the general background they need in mathematics to be able to make all the necessary computations and analysis in financial analysis, risk analysis and portfolio management. Students will be able to:

- use descriptive statistics to summarize and portray important characteristics of large sets of data
- differentiate a random variable, an event, calculate and interpret different types of probabilities
- explain a probability distribution and its key properties, to interpret probability functions
- design sampling and sampling properties
- build a hypothesis, explain the steps of hypothesis testing, interpret and distinguish different tests of hypotheses

Excel: TBA

## LEARNING RESOURCES:

CFA Program Curriculum Level 1 Volume 1, 2016, Ethical and professional standards and quantitative methods

Damodaran, A (2012) Investment Valuation: Tools and Techniques for Determining the Value of



Any Asset, John Wiley and Sons, 3rd Edition

Elton E et al. (2006) Modern portfolio theory and investment analysis. Hoboken NJ, Wiley

Peterson-Drake P and Fabozzi F (2012) Analysis of financial statements. Hoboken NJ, Wiley

Clément T (2012) Guide complet de l'analyse technique pour la gestion de vos portefeuilles boursiers. Paris, Maxima