
Course Catalogue

Incoming Students

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 - Fall 2025



Table of Content

| | |
|--|----|
| COURSE SELECTION RULES AND ACADEMIC CALENDAR..... | 4 |
| STUDY ABROAD COURSE LIST – ONLY UNDERGRADUATE | 4 |
| CERTIFICATE OF BUSINESS..... | 6 |
| MASTER IN MANAGEMENT COURSE LIST – ONLY POSTGRADUATE | 7 |
| STUDY ABROAD (SA) <i>Undergraduate</i> | 8 |
| LUXURY BRAND MANAGEMENT..... | 9 |
| LUXURY RETAIL..... | 10 |
| MARKETING APPLIED TO LUXURY | 11 |
| MANAGEMENT OF CHANGE AND INNOVATION..... | 11 |
| PRINCIPLES OF OPERATIONS MANAGEMENT | 13 |
| BUSINESS CONSULTING | 14 |
| INTERNATIONAL STRATEGIC MANAGEMENT | 15 |
| ORGANIZATIONAL BEHAVIOR..... | 16 |
| INTERNATIONAL MARKETING..... | 17 |
| CORPORATE FINANCE..... | 19 |
| INTERNATIONAL FINANCE..... | 20 |
| INTERNATIONAL BUSINESS..... | 21 |
| DOING BUSINESS IN EUROPE | 22 |
| INTERCULTURAL COMMUNICATION..... | 23 |
| FRENCH FOR BEGINNERS | 24 |
| MASTER IN MANAGEMENT (MIM) <i>Postgraduate</i> | 25 |
| INTERNATIONAL DEVELOPMENT STRATEGY | 26 |
| CONTEMPORARY ECONOMIC ISSUES | 27 |
| MANAGEMENT & LEADERSHIP | 28 |
| FINANCE FOR MANAGERS..... | 29 |
| MARKETING/COMMUNICATION..... | 30 |
| BUSINESS LAW | 32 |





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:

- PSB Study Abroad Program – Undergraduate
- PSB MIM (Master in Management) - Postgraduate

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

Please take into account that courses from PSB MIM and PSB Study Abroad 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* |
|--------------------------|---|--|---|--|
| PSB Study Abroad Program | From September 18 th to December 12 th , 2025 | From December 15 th to December 19 th , 2025 | From November 3 rd to November 9 th , 2025 | From June 8 th to June 12 th , 2026 |
| PSB MIM – Year 4 | From October 6 th to December 12 th , 2025 | From December 15 th to December 19 th , 2025 | From November 3 rd to November 14 th , 2025 | From August 31 st to September 4 th , 2026 |

A mandatory Orientation Day will be held for all students on September 18th.

***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.**

STUDY ABROAD COURSE LIST – ONLY UNDERGRADUATE



The PSB Study Abroad Program 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 September 18th to December 19th, 2025 (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 PSB Study Abroad Track.

- **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 Study Abroad Track

- **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 Study Abroad Track

- **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 Study Abroad Track



MASTER IN MANAGEMENT COURSE LIST – 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 courses from the fourth year from 6 to 30 ECTS per semester (1 course minimum and 5 maximum).

FOURTH YEAR (POSTGRADUATE LEVEL)

Please note that, classes from this track won't have a fixed schedule and classes' hours are likely to change from one week to another.

This track takes place from October 6th to December 19th, 2025 (exams included).

| Course Code | Track | Module | ECTS |
|-------------|---------------|---|------|
| P4SOM008 | PSB MIM M1 IT | Strategy & International Development | 5 |
| P4ECO013 | PSB MIM M1 IT | Contemporary Economic Issues | 5 |
| P4SOM148 | PSB MIM M1 IT | Management & Leadership | 5 |
| P4FIN002 | PSB MIM M1 IT | Finance For Manager | 5 |
| P4MKG011 | PSB MIM M1 IT | Marketing/Communication | 5 |
| P4LTX034 | PSB MIM M1 IT | Business Law | 5 |

Courses will take place from Wednesday to Saturday. Students from the Master in Management track can expect to not have any courses on Monday and Tuesdays. They are also expected to have classes after their break on Saturday, November 15th.



STUDY ABROAD (SA)

Undergraduate



LUXURY BRAND MANAGEMENT

| | |
|--------------------------------|--|
| Course Code | S4MKG001 |
| Language of Instruction | English |
| Level | Undergraduate |
| Track | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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. It is 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

| | |
|--------------------------------|--|
| Course Code | S4MKG002 |
| Language of Instruction | English |
| Level | Undergraduate |
| Track | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 Lean 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 | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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

| | |
|--------------------------------|--|
| Course Code | S4SOM064 |
| Language of Instruction | English |
| Level | Undergraduate |
| Track | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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

| | |
|--------------------------------|--|
| Course Code | S4MKG015 |
| Language of Instruction | English |
| Level | Undergraduate |
| Track | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 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.

DelVecchio, 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., & Kuehnl, 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., Palmatier, 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 | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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

| | |
|--------------------------------|--|
| Course Code | SAFIN003 |
| Language of Instruction | English |
| Level | Undergraduate |
| Track | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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

| | |
|--------------------------------|--|
| Course Code | S4INT063 |
| Language of Instruction | English |
| Level | Undergraduate |
| Track | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 | PSB SA |
| Semester | Fall Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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 | PSB SA |
| Semester | Spring Semester |
| Number of ECTS | 6 |
| Schedule | Total number of contact hours: 24.5 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

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

(MIM)

Postgraduate



STRATEGY & INTERNATIONAL DEVELOPMENT

| | |
|--------------------------------|--|
| Course Code | P4SOM008 |
| Language of Instruction | English |
| Level | Graduate |
| Track | PSB MIM M1 IT |
| Semester | Fall Semester |
| Number of ECTS | 5 |
| Schedule | Total of contact hours : 28 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

COURSE DESCRIPTION:

As the environment and companies become more dynamic and complex, managers are required to formulate and implement strategies that consider both the internal and external dimensions of the company. The course first focuses on systematic external and internal analysis and introduces a generic range of strategic alternatives before covering strategies at the corporate and business level. The course then analyses the evolution and challenges of strategic issues related to the national and international development of companies.

COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

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

- Compare and evaluate strategic frameworks and models to analyse competitive and organizational contexts
- Compare, select and debate decisions to be made as future managers
- Evaluate strategic business issues

LEARNING RESOURCES:

Johnson, K. Scholes & R. Whittington, 2011, Exploring Corporate Strategy, Text and Cases, 9th ed., Prentice Hall
Richard Whittington, Patrick Regnér, Duncan Angwin, Gerry Johnson, Kevan Scholes (2019), Exploring Strategy: Text and Cases, Pearson

Read business-oriented magazines and newspapers on a regular basis, to be able to feed the different activities for the elaboration of scenarios for corporate strategy, and learn about the specificities of different economic sectors (most notably the ones associated with the Master specialization selected by the students). Recommended references are the weekly **THE ECONOMIST**, or the daily **FINANCIAL TIMES** (to be read on a “regular” basis, not every week or every day). Other strongly recommended references are the different journals commenting on research in management and targeting managers and decisions makers, such as the monthly **HARVARD BUSINESS REVIEW** (in French or in English), or the Rotman management review, the Sloan management review, or the California management review



CONTEMPORARY ECONOMIC ISSUES

| | |
|--------------------------------|--|
| Course Code | P4ECO013 |
| Language of Instruction | English |
| Level | Graduate |
| Track | PSB MIM M1 IT |
| Semester | Fall Semester |
| Number of ECTS | 5 |
| Schedule | Total of contact hours : 28 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

COURSE DESCRIPTION:

This course addresses the main changes that are taking place in the areas of inequality, technological innovation, monetary macroeconomics and environment. For each theme, we will analyse the risks and threats as well as the opportunities that these changes imply for companies and for the global economy. The course sessions will be a mix of lectures, case studies and discussions with students which offer an opportunity to dig deeper into specific issues.

COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

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

- Better understand the recent changes in four major current issues - Identify the constraints that companies and economic growth support because of these changes - Analyse the possible solutions to face these new constraints

LEARNING RESOURCES:

Mishkin, F. (2022): The Economics of Money, Banking and Financial Markets – 13th
Bernanke, S. B (2023): 21st Century Monetary Policy: The Federal Reserve from the Great Inflation to Covid-19
Poulson, B.W., Merrifield, J., and Hanke, S.H. (2022): Public Debt Sustainability: International Perspective



MANAGEMENT & LEADERSHIP

| | |
|--------------------------------|--|
| Course Code | P4SOM148 |
| Language of Instruction | English |
| Level | Graduate |
| Track | PSB MIM M1 IT |
| Semester | Fall Semester |
| Number of ECTS | 5 |
| Schedule | Total of contact hours : 28 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

COURSE DESCRIPTION:

Against a backdrop of profound corporate transformation (telework, hybrid organizations, etc.) and its attendant questioning (ethical and sustainable development issues, etc.), this course aims to provide all Master 1 students with the fundamentals of management, through a reflexive and critical approach to corporate operations and management. The aim is to deepen our understanding of individuals and groups behaviors within organizations, as well as the challenges met by companies in their economic and social environment, to ultimately draw lessons for managerial action. For students with other educational backgrounds, the main goal is to acquire and master analytical frameworks to understand the dynamics of organizations and their environment.

COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

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

- Conduct the organizational diagnosis of a company
- Manage contemporary transformations within a company or organization
- Unite and lead internal and external actors in terms of governance, with a concern for ethics and social responsibility
- Conduct a reflexive analysis of their professional practice by analysing complex situations while respecting the principles of ethics, deontology and environmental responsibility

LEARNING RESOURCES:

ROBBINS AND JUDGE (2018), *Organizational Behavior*, PEARSON, 18TH EDITION

Mintzberg H. (1979). *The Structuring of Organizations: A Synthesis of the Research*

Mintzberg H. (1983). *Power in and Around Organizations*

Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, 2(1), 2307-0919.

Pindur, W., Rogers, S. E., & Kim, P. S. (1995). The history of management: a global perspective. *Journal of management history*.



FINANCE FOR MANAGERS

| | |
|--------------------------------|--|
| Course Code | P4FIN002 |
| Language of Instruction | English |
| Level | Graduate |
| Track | PSB MIM M1 IT |
| Semester | Fall Semester |
| Number of ECTS | 5 |
| Schedule | Total of contact hours: 28 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

COURSE DESCRIPTION:

The course addresses the criteria used by the company to define its investment and financing policy. In addition, this course addresses the question of cash management forecasts through the study of the financing plan. The financial diagnosis of the company is also studied through the construction of the functional balance sheet and the study of the major balances but also through the Bloomberg financial Analysis Report, group work in Finance Lab, whose objective is to allow students to understand the company's financial fundamentals while using the Bloomberg terminal, widely used by finance professionals, as the main source of information.

COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

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

- Determine the most relevant financing policy for the company
- Analyze the financial structure of the company through the study of the balance of its balance sheet
- Formulate the corrective elements to be made to improve the financial structure of the company
- Collect and analyze financial analysis data using a professional tool: the Bloomberg terminal

LEARNING RESOURCES:

VERNIMMEN et al. (2014), Corporate Finance, Theory and practice, 4th edition, Wiley, 2014 (available on Cyberlibris)
BREALEY, MYERS, ALLEN, EDMANS (2023), Principles of Corporate Finance, 14th edition, McGraw Hill.



MARKETING/COMMUNICATION

| | |
|--------------------------------|--|
| Course Code | P4MKG011 |
| Language of Instruction | English |
| Level | Graduate |
| Track | PSB MIM M1 IT |
| Semester | Fall Semester |
| Number of ECTS | 5 |
| Schedule | Total of contact hours: 28 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

COURSE DESCRIPTION:

This course aims at further developing students' previous knowledge in marketing management by introducing the basic tools and concepts needed to develop effective an integrated marketing communications strategy encompassing all its relevant components. The course content is mainly conveyed through lectures, in-class discussions and applied exercises, as well as oral presentations linked with a relevant project encompassing a group-performed integrated marketing communication plan.

COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

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

- Describe the scope, the basic concepts, and the new realities of marketing communication as well as how marketing communication fits in the company's marketing management domain
- To showcase brand- as well as consumer behaviour-related notions and how these are linked to integrated marketing communication
- To review as well as delve into all integrated marketing communications components as well as their particulars touching upon the online offline distinction
- To comprehend how to structure, develop, deliver, and evaluate an integrated marketing communications program

LEARNING RESOURCES:

Clow, K., & Baack, D.E. (2020). Integrated advertising, promotion, and marketing communications (9th Ed.). Harlow, UK: Pearson

Additional recommended readings (not obligatory):

Belch, G.E., & Belch, M.A (2018). Advertising and promotion: An integrated marketing communications perspective (11th Ed.). New York, NY: McGraw-Hill.

De Pelsmacker, P., Geuens, M., & Van Den Bergh, J. (2017). Marketing communications: A European perspective (6th Ed.) Harlow, UK: Pearson.

Kotler P., & Armstrong G. (2013). Principles of Marketing - Global edition (15th Edition). Essex, UK: Pearson.

Moriarty, S., Mitchell, N., Wood, C., & Wells, W. (2019). Advertising and IMC principles and practice (11th Ed.). New York, NY: Pearson.

Percy, L. (2018). Strategic integrated marketing communications (3rd Ed.). Oxon, UK: Routledge.

Perreault W. D. Jr., Canon J. P., & Mc Carthy J. E. (2013). Basic marketing - A marketing strategy planning approach (19th edition). New York: McGraw-Hill.

Pickton D., & Broderick, A. (2005). Integrated marketing communications (2nd Ed.). Harlow, UK: Pearson.

Shimp, T.A., & Andrews, J. (2018). Advertising promotion and other aspects of integrated marketing communications (10th Ed.). Boston, MA: Cengage.

Smith, P., & Zook, Z. (2011). Marketing communications integrating offline and online with social media. London, UK: Kogan Page.



Additional source: research articles from scientific journals such as Journal of Advertising, Journal of Advertising Research, International Journal of Advertising, Journal of Current Issues and Research in Advertising, Journal of Interactive Advertising, and others.



BUSINESS LAW

| | |
|--------------------------------|--|
| Course Code | P4LTX034 |
| Language of Instruction | English |
| Level | Graduate |
| Track | PSB MIM M1 IT |
| Semester | Fall Semester |
| Number of ECTS | 5 |
| Schedule | Total of contact hours: 28 |
| Campus | Campus Delta: 16 – 30 rue Claude Bernard, 75005 Paris |
| Timetable & Room | Timetable & Room will be available on your extranet a week prior to the start of your class. |

COURSE DESCRIPTION:

This course aims to provide students with a fundamental understanding of the legal framework of businesses—from their formation to daily operations—covering contractual relationships, legal liabilities, and key regulations governing their activity. The goal is to equip future managers with a solid grasp of essential concepts in corporate law, commercial law, and contract law, all of which are critical for strategic decision-making and managing legal risks.

The course complements teachings in strategy, finance, marketing, and economic issues to train managers who can lead organizations while integrating legal considerations.

COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES:

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

- Understand the main legal structures of companies (SARL, SAS, SA, etc.) and their implications for governance and liability.
- Analyze contractual relationships within the context of economic activity (commercial contracts, general terms and conditions of sale, etc.).
- Identify legal risks associated with strategic and operational decisions of the company.
- Understand the legal and regulatory obligations related to business activity (corporate law, competition law, data protection).
- Integrate legal aspects into business management and decision-making processes.
- Master the legal foundations needed to interact effectively with corporate legal advisors or lawyers.

LEARNING RESOURCES:

TBA