

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT

Concentrations

Accounting, Auditing and Control, Entrepreneurship and New Information Technologies, Finance, Financial Asset Management, Management, Marketing (Dual Degree)

Main Language of Instruction:

French ☒ English ☐ Arabic ☐

Campuses Where the Program Is Offered: CFDSS (all concentrations), CZB (concentration: Management)

OBJECTIVES

- **Master in Business Administration and Management, Concentration: Accounting, Auditing and Control**
This program aims to develop students' expertise in managing financial data within companies and organizations and prepares them for diverse roles in accounting, internal audit, or management control.
- **Master in Business Administration and Management, Concentration: Entrepreneurship and New Information Technologies**
This program prepares students to launch a new business, advance their careers, or pursue professional development within existing organizations. It equips them with the technical and leadership skills required to make an impact at the corporate, community, and international levels.
- **Master in Business Administration and Management, Concentration: Finance**
This program prepares students for careers in corporate finance, covering a wide range of applications, from innovation valorization to financial analysis of companies and evaluation of mergers and acquisitions. It develops a comprehensive understanding of corporate finance, enabling students to address complex challenges throughout the business lifecycle and pursue diverse and rewarding career opportunities.
- **Master in Business Administration and Management, Concentration: Management**
This program aims to develop students' managerial skills and prepare them to assume leadership positions across various industries, with a particular focus on general management principles and practices.
- **Master in Business Administration and Management, Concentration: Financial Asset Management**
This program introduces students to financial markets and familiarizes them with currency exchange techniques, wealth management, and banking sector practices.
- **Master in Business Administration and Management, Concentration: Marketing (Dual Degree)**
This program is offered in partnership between the USJ Business School in Beirut and the IAE of *Université François Rabelais* in Tours.
It prepares marketing professionals capable of strengthening organizational marketing strategies by analyzing competitive environments, implementing effective marketing approaches, and responding critically to evolving market trends.

PROGRAM LEARNING OUTCOMES (COMPETENCIES)

- Apply ICT tools for communication, information, and management
- Develop interpersonal and communication skills
- Understand organizational dynamics and management processes
- Analyze the fundamental dynamics of the business environment
- Enhance personal development and creativity
- Master quantitative models, corporate finance, and the economic environment
- Recognize the role of individuals in internal corporate activities and external relations
- Demonstrate a sense of ethics and values

ADMISSION REQUIREMENTS

- Bachelor in Business Administration and Management or an equivalent degree
 - File review
 - Interview with the Master's Committee
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PROGRAM REQUIREMENTS

120 credits: Required courses (100 credits with 40 as common core), Institution's elective courses (20 credits)

Required Courses – Common Core (40 Cr.)

Business Plan (4 Cr.), Strategic Management (4 Cr.), Decision Making in Management (4 Cr.), Research Methodology (4 Cr.), Thesis Project (20 Cr.), Quantitative Research Methods (4 Cr.).

Institution's Elective Courses (20 Cr.), to be chosen from the list below:

Corporate Communication (4 Cr.), Human Resources (4 Cr.), International Trade and Commerce (4 Cr.), Consumerism (4 Cr.), Data Management and Analytics (4 Cr.), Contemporary Issues in Communication (4 Cr.), Supply Chain Management (4 Cr.), ESG Investing (4 Cr.), Financial Performance Management (4 Cr.), Economic Analysis (4 Cr.), AI Unlocked: Powering the Future of Business (4 Cr.), Global Paradigms of Leadership (4 Cr.), Company Valuation (4 Cr.), Digital Business and E-Commerce Management (4 Cr.), Theories and Accounting Information (4 Cr.).

Required Courses – Concentration: Accounting, Auditing and Control (60 Cr.)

Advanced Management Accounting (4 Cr.), Advanced Accounting (4 Cr.), Internal Control and Risk Management (4 Cr.), Taxation and Legal Aspects of the Company (4 Cr.), Auditing and Accounting Censorship (4 Cr.), Company Diagnosis (4 Cr.), Advanced Finance (4 Cr.), Thesis (24 Cr.), Financial Reporting and Analysis (4 Cr.), International Accounting Standards (2 Cr.), Forensic Audit (2 Cr.).

Required Courses – Concentration: Entrepreneurship and New Information Technologies (60 Cr.)

Finance for Entrepreneurs and Fundraising Strategies (4 Cr.), Supply Chain Management (4 Cr.), Governance and Ethics (4 Cr.), Market Strategy (4 Cr.), Marketing Strategy for Entrepreneurs (4 Cr.), Commercial Sites Design (4 Cr.), Business Start-up and Management (4 Cr.), Intrapreneurship (4 Cr.), Project Management (4 Cr.), Thesis (24 Cr.).

Required Courses – Concentration: Finance (60 Cr.)

Foundations of Risk Management (2 Cr.), Financial Reporting and Analysis (4 Cr.), Fusions Acquisitions (4 Cr.), Advanced Financial Markets (4 Cr.), Advanced Finance (4 Cr.), Portfolio Management (4 Cr.), Future and Options Markets (4 Cr.), Thesis (24 Cr.), Financial Data Analytics and Programming (4 Cr.), Compliance, Ethics and Regulations in Finance (2 Cr.), Economics of Big Data and AI (2 Cr.). Introduction to Cryptocurrencies (2 Cr.).

Required Courses – Concentration: Financial Asset Management (60 Cr.)

Graphic Analysis (2 Cr.), Financial Econometrics (4 Cr.), Financial Institutions Management (4 Cr.), Financial Engineering (4 Cr.), Advanced Financial Markets (4 Cr.), Financial Data Analytics and Programming (4 Cr.), Portfolio Management (4 Cr.), Future and Options Markets (4 Cr.), Compliance, Ethics and Regulations in Finance (2 Cr.), Thesis (24 Cr.), Economics of Big Data and AI (2 Cr.), Introduction to Cryptocurrencies (2 Cr.).

Required Courses – Concentration: Management (60 Cr.)

Situation Analysis (4 Cr.), Innovation Management (4 Cr.), International Management (4 Cr.), Market Strategy (4 Cr.), Organization Design (4 Cr.), Negotiation (4 Cr.), Operations Management (4 Cr.), Business Processes and Company Structuring (4 Cr.), Projects Management (4 Cr.), Thesis (24 Cr.).

Required Courses – Concentration: Marketing (Dual Degree) (60 Cr.)

Digital Consumer Behavior (2 Cr.), Multicultural Negotiation Contexts (2 Cr.), CRM (2 Cr.), Display and Search (2 Cr.), Business Ethics (2 Cr.), Marketing Strategy (2 Cr.), Social Media Management (2 Cr.), Banking Marketing (2 Cr.), Innovation Management (2 Cr.), Professional Master's Thesis (22 Cr.), Digital and Mobile Strategy (2 Cr.), Smart Pricing (2 Cr.), Value Creation Strategy (2 Cr.), Customer Experience Management (2 Cr.), Applied Tourism Marketing (2 Cr.), Research Methodology (2 Cr.), Qualitative Methodologies Applied to Marketing (2 Cr.), Statistics Applied to Marketing (2 Cr.), Distribution Strategy (2 Cr.).



SUGGESTED STUDY PLAN

Semester 1

Code	Course Name	Credits
	Required Courses – Common Core	
008BUPLM1	Business Plan	4
008GESSM1	Strategic Management	4
008PPDGM1	Decision-Making in Management	4
008FPMGM1 008ANACM1 or 008COINM1 008HUMRM1	8 credits to be chosen from the following Institution's Elective Courses: Financial Performance Management Economic Analysis or Corporate Communication Human Resources	8
	Total	20

Semester 2

Code	Course Name	Credits
	Required Courses – Common Core	
008MDLRM2	Research Methodology	4
008PROMM2	Thesis Project	20
008QRMTM2	Quantitative Research Methods	4
008COEIM2 008CONSM2 008DMANM2 008ECCOM2 008SUFIM2	8 credits to be chosen from the following Institution's Elective Courses: International Trade and Commerce Consumerism Data Management and Analytics Contemporary Issues in Communication ESG Investing	8
008AIPFM2 008GPLEM2 008MCAPM2 008DBECM2 or 008THICM4 008COVAM2	4 credits to be chosen from the following Institution's Elective Courses: AI Unlocked: Powering the Future of Business Global Paradigms of Leadership Supply Chain Management Digital Business and E-Commerce Management or Accounting Theory and Information Company Valuation	4
	Total	40

Semester 3

Code	Course Name	Credits
	Required Courses – Concentration: Accounting, Auditing and Control	
008FRAAM3	Financial Reporting and Analysis	4
008IFRSM3	International Accounting Standards (IFRS)	2
008COMSM3	Advanced Accounting	4
008CIGRM3	Internal Control and Risk Management	4

008FORAM3	Forensic Audit	2
008FASJM3	Taxation and Legal Aspects of the Company	4
	Total	20
	Required Courses – Concentration: Entrepreneurship and New Information Technologies	
008FEFUM3	Finance for Entrepreneurs and Fundraising Strategies	4
008GECLM3	Supply Chain Management	4
008GVETM3	Governance and Ethics	4
008MSTAM3	Market Strategy	4
008MENM3	Marketing Strategy for Entrepreneurs	4
	Total	20
	Required Courses – Concentration: Finance	
008FRKMM3	Foundations of Risk Management	2
008FRAAM3	Financial Reporting and Analysis	4
008FAQAM3	Fusions Acquisitions	4
008AFMAM3	Advanced Financial Markets	4
008FDAPM3	Financial Data Analytics and Programming	4
008ITCAM3	Introduction to Cryptocurrencies	2
	Total	20
	Required Courses – Concentration: Financial Asset Management	
008AGRPM3	Graphic Analysis	2
008GINFM3	Financial Institutions Management	4
008AGRPM3	Financial Econometrics	4
008MARFM3	Advanced Financial Markets	4
008FDAPM3	Financial Data Analytics and Programming	4
008ITCAM3	Introduction to Cryptocurrencies	2
	Total	20
	Required Courses – Concentration: Management	
008ANASM3	Situation Analysis	4
008INVMM3	Innovation Management	4
008ITMTM3	International Management	4
008MSTAM3	Market Strategy	4
008ORDAM3	Organization Design	4
	Total	20
	Required Courses – Concentration: Marketing (Dual Degree)	
008GDRSM4	Social Media Management	2
008SMPCM3	Smart Pricing	2
008CPECM3	Digital Consumer Behavior	2
008CMDNM3	Multicultural Negotiation Contexts	2
008CRMMM3	CRM	2

008DISEM4	Display and Search	2
008ETHAM3	Business Ethics	2
008SDCVM3	Value Creation Strategy	2
008PLANM3	Marketing Strategy	2
	Total	18

Semester 4

Code	Course Name	Credits
	Required Courses – Concentration: Accounting, Auditing and Control	
008AUD1M4	Auditing and Accounting Censorship	4
008DIAGM4	Company Diagnosis	4
008FIAPM4	Advanced Finance	4
008MEMSM4	Thesis	24
008CAPGM3	Advanced Management Accounting	4
	Total	40
	Required Courses – Concentration: Entrepreneurship and New Information Technologies	
008COSCM3	Commercial Sites Design	4
008CRGEM4	Business Start-up and Management	4
008INTPM4	Intrapreneurship	4
008POMAM4	Project Management	4
008MEMSM4	Thesis	24
	Total	40
	Required Courses – Concentration: Finance	
008CERFM4	Compliance, Ethics and Regulations in Finance	2
008ADVFM4	Advanced Finance	4
008PFMAM4	Portfolio Management	4
008FAOMM4	Future and Options Markets	4
008MEMSM4	Thesis	24
008EBDIM4	Economics of Big Data and AI	2
	Total	40
	Required Courses – Concentration: Financial Asset Management	
008INFIM3	Financial Engineering	4
008PFMAM4	Portfolio Management	4
008CERFM4	Compliance, Ethics and Regulations in Finance	2
008FAOMM4	Future and Options Markets	4
008EBDIM4	Economics of Big Data and AI	2
008MEMSM4	Thesis	24
	Total	40
	Required Courses – Concentration: Management	

oo8NEGOM4	Negotiation	4
oo8OPMAM4	Operations Management	4
oo8NEGOM4	Business Processes and Company Structuring	4
oo8POMAM4	Project Management	4
oo8THSAM4	Thesis	24
	Total	40
	Required Courses – Concentration: Marketing (Dual Degree)	
oo8MDECM4	Customer Experience Management	2
oo8STDDM4	Distribution Strategy	2
oo8MKBAM3	Banking Marketing	2
oo8MDIVM4	Innovation Management	2
oo8MEMPM4	Professional Master's Thesis	22
oo8MEDRM4	Research Methodology	2
oo8MQAMM4	Qualitative Methodologies Applied to Marketing	4
oo8SAEMM4	Statistics Applied to Marketing	2
oo8MAATM4	Applied Tourism Marketing	2
oo8SDMBM4	Digital and Mobile Strategy	2
	Total	42

COURSE DESCRIPTION

oo8BUPLM1 Business Plan 4 Cr.

This course equips students with the knowledge and techniques required to develop a business plan for a new venture, an internal corporate project, or the expansion of an existing business. It guides students through the preparation of a comprehensive business plan that integrates key concepts from finance, marketing, and management. By consolidating these disciplines into a coherent strategic plan, the course prepares students to evaluate opportunities and enhance the potential for project success.

oo8GESSM1 Strategic Management 4 Cr.

This course covers the following topics: the differentiation, positioning, expansion, diversification and market penetration strategies; the consequences of the various strategies as well as their impact on the business environment.

oo8PPDGM1 Decision-Making Challenges in Management 4 Cr.

This course familiarizes students with management tools in a dynamic environment by reviewing key theories and management models. Students will apply these concepts through the Shadow Manager's Domotix corporate simulation, which enables them to manage a company over multiple simulated years. The simulation exposes students to the complexity of decision-making and its outcomes in the face of internal and external constraints and opportunities. It also develops essential interpersonal skills, including leadership, teamwork, negotiation, conflict management, and decision-making.

oo8MDLRM2 Research Methodology 4 Cr.

This course is divided into two complementary parts. The first, Research Design, introduces the main research paradigms, the research process, and qualitative and quantitative research methods in the social sciences, with particular emphasis on management. Students will learn how to collect empirical data and draw evidence-based conclusions about organizational and social phenomena. The second, Statistical Research Methods, introduces



the statistical techniques used in quantitative social science research. Building on the fundamentals of descriptive statistics, students will learn to conduct univariate, bivariate, and multivariate analyses, apply inferential statistics, and test research hypotheses.

008QRMTM2	Quantitative Research Methods	4 Cr.
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This course introduces basic concepts and statistical methods of primary and secondary data analysis applied in business. By the end of this course, students will be able to: (i) organize and describe data in different schemes, (ii) interpret and compare observed results for more than two variables, (iii) efficiently use different tests to validate the chosen hypotheses, (iv) undertake advanced analysis over research questions, and (v) implement statistical models to forecast the studied variables.

008PROMM2	Thesis Project	20 Cr.
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The M1 thesis is an independent research project that goes beyond a preliminary draft or a simple statement of the research question. It requires students to produce a structured and well-developed study that presents a clearly defined research proposal, demonstrates effective use of the relevant literature, and develops a rigorous and coherent academic argument.

008ANACM1	Economic Analysis	4 Cr.
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This course covers the analysis of economic problems, and the effectiveness and limitations of fiscal, monetary and anti-inflationary policies based on the theoretical proposals of the different schools of economic thought.

008COINM1	Corporate Communication	4 Cr.
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This course examines the key aspects and tools of integrated communication and explores how communication plans can be developed and incorporated into comprehensive marketing strategies. It introduces students to the communication profession and its requirements through a practical approach. The course also covers emerging digital communication technologies, evolving web-based communication practices, changing consumer behaviors, and crisis communication as an essential component of strategic planning.

008FPMGM1	Financial Performance Management	4 Cr.
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This course equips students with the skills needed to develop strategies aligned with an organization's strategic direction and define the actions required to achieve them. Students will learn to formulate and defend their viewpoints, reconcile them with existing practices and alternative perspectives in financial reporting, and take responsibility for analyzing business cases. The course covers financial planning models, cash flow forecasting, performance measurement, and their contribution to enhancing shareholder value and maximizing shareholder wealth.

008HUMRM1	Human Resources	4 Cr.
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This course addresses the rapid and continuous changes in human resources management, emphasizing the need to anticipate the future and adapt practices to environmental developments. It defines the nature of the human resources function, analyses its role and objectives, and explains the links between its activities and those of other company departments. The course also introduces students to the operational dimension of human resources management, covering its various areas while retaining a theoretical perspective.

008COEIM2	International Trade and Commerce	4 Cr.
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This course covers the issues associated with the globalization of markets and the development of international trade.

008CONSM2	Consumerism	4 Cr.
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This course examines the impact of market saturation on manufacturing and distribution, focusing on how mass production and communication practices can contribute to market imbalances, unfair competition, and consumer risks. It explores the role of consumer protection law in identifying and addressing such practices and introduces the integration of safe consumption principles into production and distribution strategies. Students will develop





an understanding of consumer protection mechanisms and their role in promoting balanced and responsible market practices.

oo8DMANM2	Data Management and Analytics	4 Cr.
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This course introduces data management and analytics, focusing on the collection, organization, protection, and interpretation of organizational data. It explores how raw data can be transformed into meaningful insights by identifying patterns, trends, and valuable information. The course also develops students' skills in data visualization and reporting to effectively communicate insights to stakeholders.

oo8ECCOM2	Contemporary Issues in Communication	4 Cr.
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This course explores global events through the lens of communication, examining the rapid transformations shaping the contemporary world, including mass migration, climate change, artificial intelligence, social networks, digital currencies, energy crises, and pandemics. It analyzes the decline of post-World War II systems and the challenges of establishing a sustainable global framework. Through critical discussion and analysis, students will develop the ability to distinguish facts from misconceptions and gain a deeper understanding of global changes.

oo8SUFIM2	ESG Investing	4 Cr.
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This course introduces students to the principles of responsible investment, with a particular focus on environmental, social, and governance (ESG) factors. It examines the key issues underlying each ESG dimension, the broader sustainability context, and major global initiatives. Students will also explore the ESG market, including its relevance, scope, key drivers, challenges, risks, and opportunities.

oo8AIPFM2	AI Unlocked: Powering the Future of Business	4 Cr.
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This course is strategically focused on equipping business leaders with the knowledge and judgment needed to effectively leverage artificial intelligence. Rather than focusing on technical implementation, it emphasizes strategic decision-making, responsible AI adoption, and organizational transformation. Students will explore AI fundamentals, strategic applications, marketing analytics, generative AI, ethics, and organizational readiness through real-world cases, practical tools, and a final project.

oo8COVAM2	Company Valuation	4 Cr.
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This course introduces students to the principles and methods of business valuation. It examines how current and potential investors assess the present and future value of their investments in order to establish investment preferences and selection criteria. The course highlights the complexity of company valuation, which requires expertise, experience, and the analysis of extensive data. Through examples and case studies, students will learn the mechanics of different valuation methods, the main preliminary steps required to conduct a company valuation, and how to select and apply the most appropriate valuation approach.

oo8DBECM2	Digital Business and E-Commerce Management	4 Cr.
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This course provides students with a comprehensive managerial and strategic understanding of digital transformation and its impact on modern organizations. It examines how digital technologies reshape competitive advantage, customer experience, organizational capabilities, and business models, with emphasis on leadership, decision-making, and strategic execution. Through structured frameworks, managerial cases, and applied assignments, students will develop the ability to evaluate digital initiatives, manage transformation risks, and lead cross-functional efforts. The course prepares future managers to drive and sustain digital transformation initiatives effectively.

oo8GPLEM2	Global Paradigms of Leadership	4 Cr.
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This course provides students with an international perspective on the application of leadership skills, theories, and practices in a global context. It develops an understanding of key elements related to international human resource management, team building and leadership, knowledge management, change management, content





management, and crisis management. The course examines the relationship between local and global leadership approaches, situational strategies, cultural considerations, transformational and motivational techniques, and structural implications for transnational organizations.

008THICM4	Accounting Theory and Information	4 Cr.
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This course aims to deepen students' understanding of accounting theory and information by moving beyond the perception of accounting as merely a technical discipline. It explores the theoretical foundations of accounting systems, highlights accounting's evolution as a field within the social sciences, and develops students' critical thinking and analytical skills. The course provides a critical examination of major accounting theories, including positive and normative approaches, while reviewing key developments that have shaped the discipline and contributed to its scientific evolution. It also examines the international evolution of accounting, including the harmonization of accounting practices through the International Accounting Standards Board (IASB), the International Financial Reporting Standards (IFRS), and the development of IAS/IFRS standards.

008CAPGM3	Advanced Management Accounting	4 Cr.
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This course examines the evolution of management accounting, which has gradually replaced cost accounting. It covers how costs and cost prices are calculated and how the profitability and performance of products, services, and company functions are determined to support managerial decision-making. The course reviews the approaches and techniques used to identify costs within an organization and traces the development of additional costing and management tools. Students will explore these tools and learn how they contribute to generating meaningful information aligned with the management strategies adopted by company directors.

008COMSM3	Advanced Accounting	4 Cr.
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This course examines mergers and acquisitions as a strategic response to economic concentration, enabling companies to strengthen their competitive position, achieve economies of scale, and support growth through investment, production optimization, and product development. It also explores mergers as a tool for corporate restructuring, including the absorption or consolidation of subsidiaries and the creation of new entities to expand market share. Drawing on management and advanced accounting principles, the course provides students with the knowledge and skills required to analyze the accounting, legal, financial, and tax aspects of mergers and acquisitions. Students will develop expertise in consolidation techniques and financial statement consolidation and will learn to prepare, audit, interpret, and analyze consolidated financial statements.

008CIGRM3	Internal Control and Risk Management	4 Cr.
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This course presents internal control as a key management tool in both the public and private sectors for safeguarding assets and ensuring the quality of information and services. It examines the role of internal control in supporting compliance with legal and regulatory requirements, financial reporting standards, operational reliability, and process efficiency. The course also explores corporate risk management and the role of the Internal Control System in identifying, assessing, and mitigating risks. Students will develop the ability to evaluate organizational risks and apply internal control measures to enhance organizational performance.

008FASJM3	Taxation and Legal Aspects of the Company	4 Cr.
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This course strengthens students' understanding of company law, including public limited, holding, and offshore companies, and covers the related tax implications.

008AUD1M4	Auditing and Accounting Censorship	4 Cr.
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This course examines auditing and statutory auditing as the process of reviewing a company's financial statements to verify their accuracy, regularity, compliance, and ability to present a true and fair view of the company. It explores auditing as a modern form of control, verification, inspection, and financial oversight, incorporating a critical dimension. The course also distinguishes between internal and external audits.



oo8DIAGM4	Company Diagnosis	4 Cr.
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This course enables students to draw up a strategic diagnosis and understand the environmental challenges facing companies. Students will be able to propose solutions adapted to the conclusions of the diagnosis that has already been drawn up.

oo8FIAPM4	Advanced Finance	4 Cr.
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This course enhances students' financial skills, with a particular focus on financial market knowledge and business diagnosis.

It covers three main areas:

- Financial market dynamics, including risk and profitability
- Financial diagnosis of companies
- International financial news

oo8MEMSM4	Thesis	24 Cr.
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This course presents the thesis as the culmination of an independent research process in which students develop and contribute to knowledge. In collaboration with their thesis supervisor, students will define their research topic and apply appropriate methodologies and approaches. The thesis demonstrates their ability to critically analyze a subject, conduct a research project, and combine initiative with compliance with academic writing and presentation standards.

oo8IFRSM3	International Accounting Standards (IFRS)	2 Cr.
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This course provides an in-depth understanding of the International Financial Reporting Standards (IFRS) and their application in the preparation and presentation of financial statements. Students will develop the ability to analyze, interpret, and apply IFRS requirements in complex accounting and reporting environments.

oo8FORAM3	Forensic Audit	2 Cr.
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This course introduces the principles and techniques of forensic auditing used to detect, investigate, and prevent fraud, financial misconduct, and other irregularities. Students will learn how to gather and analyze evidence, conduct investigations, and support litigation and regulatory compliance processes.

oo8FEFUM3	Finance for Entrepreneurs and Fundraising Strategies	4 Cr.
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This course equips students with essential skills in innovation and entrepreneurship. Students will explore the principles of Design Thinking and develop a creative, user-centered approach to problem-solving. The course covers the development of economically viable business models, financial modeling, budgeting, financial forecasting, funding mechanisms, capital structure, and investor relations. Students will also learn to prepare effective pitch decks and deliver compelling business presentations. Through practical applications, case studies, and real-world scenarios, the course develops the knowledge and skills required to transform innovative ideas into sustainable business ventures.

oo8GECLM3	Supply Chain Management	4 Cr.
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This course covers supply chain management, encompassing all activities involved in delivering a product to the end customer—from purchasing raw materials, transporting and storing them, managing production, storing finished products, tracking orders, and distributing through various channels, to using IT systems to monitor and administer these processes. It also addresses the coordination of internal departments and external partners, including suppliers, customers, carriers, and subcontractors. Students will learn to manage these diverse activities as an integrated, efficient process.

oo8GVETM3	Governance and Ethics	4 Cr.
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This course provides a comprehensive understanding of the principles, practices, and challenges of corporate governance. It covers the foundations of corporate governance, board structure and dynamics, strategic oversight and performance evaluation, executive leadership and succession planning, internal audit and control systems, disclosure and shareholder rights, and organizational ethics and culture. The course equips students



with the practical knowledge and skills needed to apply sound corporate governance principles in a variety of organizational settings.

008MSTAM3	Market Strategy	4 Cr.
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This course broadens the perspective beyond traditional marketing activities to focus on identifying, selecting, and implementing strategic positioning.

008MENM3	Marketing Strategy for Entrepreneurs	4 Cr.
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This course introduces the concept of entrepreneurship and its relationship to marketing and strategic management, focusing on practical tactics. It examines the differences between traditional and entrepreneurial marketing and the challenges faced by entrepreneurs. The course covers defining target markets, identifying marketing opportunities in entrepreneurship, understanding the characteristics of entrepreneurial marketing, targeting, value creation, and identifying customer needs and creating value. It also explores the entrepreneur's approach to markets and consumers, introduces the Product Gap concept to analyze consumer expectations and supply discrepancies, and presents Marketing Warfare and Guerilla Marketing tactics in entrepreneurial contexts. Students will learn to apply these concepts and strategies effectively in entrepreneurial settings.

008COSCM3	Commercial Sites Design	4 Cr.
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This course is designed for future managers responsible for developing corporate websites across different sectors. It introduces the concepts of digital marketing as they relate to e-commerce and content-driven websites, with a focus on communication, advertising, and the promotion of products and services. Throughout the course, students will explore the tools and technical solutions currently available in this field and develop an understanding of the key components of an effective digital marketing strategy. They will also analyze the impact of emerging technologies on e-commerce and the future of the sector.

008CRGEM4	Business Start-up and Management	4 Cr.
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This course introduces the key steps involved in establishing a small business, from analyzing market demand to developing a suitable value proposition.

008INTPM4	Intrapreneurship	4 Cr.
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This course covers the key aspects of project planning and execution, including building an effective project plan, evaluating financial returns, identifying risks and mitigation strategies, establishing the right governance structure, pitching projects, and building stakeholder trust with a client-focused approach. The course consists of six in-person sessions, followed by 4 to 6 online review sessions to monitor project execution and address potential challenges. Students will conduct their projects within selected companies, and a jury will review and provide feedback on the projects at the end of April.

008POMAM4	Project Management	4 Cr.
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This course provides an in-depth approach to the principles and practices of project management. Students will learn how to plan, organize, and control projects using tools and techniques and will also prepare for the Certified Associate in Project Management (CAPM) certification.

008AGRPM3	Financial Econometrics	4 Cr.
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This course focuses on the application of advanced econometric methods to analyze and model financial data. Students will use the R programming language to perform statistical and econometric analyses specific to financial markets.

008AGRPM3	Graphic Analysis	2 Cr.
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This course focuses on technical analysis, studying past prices of securities or currencies to forecast future price movements using graphical methods. It integrates practical applications within a rigorous theoretical framework. Unlike fundamental analysis, which relies on accounting, financial, and industrial data, technical analysis extracts useful market information directly to generate buy or sell signals. By analyzing price and volume trends, students





will learn to identify favorable trading opportunities and account for both objective factors and subjective market behaviors influenced by group psychology, which are often missed by traditional forecasting methods.

oo8AFMAM3	Advanced Financial Markets	4 Cr.
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This course introduces students to financial markets and the valuation techniques for various financial instruments. It also covers stock market analysis techniques and their application to studying financial market trends. The primary markets addressed include equity markets, money markets, bond markets, futures, derivatives, options, and foreign exchange markets. The course systematically presents each major financial market, examining the different institutional players and the various types of financial instruments available. The topics are explored using theoretical models and sophisticated market operation techniques employed by market participants.

oo8GINFM3	Financial Institutions Management	4 Cr.
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The course explores the operations, strategies, and regulations that govern financial institutions such as banks, asset management firms, insurance companies, and others. Students will study risk management, portfolio management, and regulatory challenges in the financial sector.

oo8FDAPM3	Financial Data Analytics and Programming	4 Cr.
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This course trains students in the advanced use of data analytics and programming within a financial context. It develops essential skills for corporate finance professionals, enabling them to make informed decisions, automate processes, and optimize financial operations.

oo8PFMAM4	Portfolio Management	4 Cr.
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The course is divided into three parts.

- Part one introduces students to the concept of the portfolio management process and the investment policy statement. This part covers the investment needs of different types of investors (individual/institutional) as well as their various objectives and constraints. Students are required to evaluate investments by their contribution to the risk/return profile of the entire portfolio. A special emphasis is placed on selecting an optimal portfolio based on an investor's utility and CAL.
- Part two describes the major characteristics of asset classes as well as the methods used to calculate return/risk measures both individually and within a portfolio. Various return generating models are also covered in this part including the Macroeconomic Factor Models, the Fundamental Factor Models, and the Statistical Factor Models. Students are required to analyze the outcome of the aforementioned models and be able to derive an appropriate investment strategy.
- Part three allows students to differentiate between passive and active investment approaches. Students are introduced to the various techniques used in selecting, constructing and maintaining a relevant benchmark when measuring performance according to passive investing strategies. Fundamental and quantitative approaches used in active management strategies as well as the methods used to measure value added are also covered in this part. The final chapter provides a synthesis of the concepts covered throughout this course, mainly focusing on the construction of an appropriate investment policy statement (IPS) for both individuals and institutional investors using various case studies.

oo8FAOMM4	Future and Options Markets	4 Cr.
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This course integrates theory and practice by examining recent developments in derivatives markets and risk management. It combines rigorous analytical foundations with practical applications, covering topics such as securitization and the credit crisis, overnight indexed swaps, the Black-Scholes-Merton model, commodity price modeling, and the valuation of commodity derivatives. The course equips students with the knowledge needed to keep pace with developments in financial markets and provides a strong foundation for CFA and FRM candidates as well as finance professionals.

oo8INFIM3	Financial Engineering	4 Cr.
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This course focuses on advanced financial engineering techniques used to structure complex transactions, develop innovative financial products and manage financial risks. Students will study both the theoretical and practical aspects of financial engineering.



008CERFM4	Compliance, Ethics and Regulations in Finance	2 Cr.
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This course enables students to understand and integrate ethical principles and social responsibilities into the financial context. It explores the ethical dilemmas specific to financial decisions and asset management, while emphasizing the importance of CSR in these areas.

008EBDIM4	Economics of Big Data and AI	2 Cr.
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The course explores the economic impacts of the use of big data and artificial intelligence (AI) in business and finance. Students will explore how these technologies are transforming financial decisions, asset management and business models.

008ITCAM3	Introduction to Cryptocurrencies	2 Cr.
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The course explores emerging financial technologies (Fintech) and the world of digital finance, including cryptocurrencies and blockchain technology. Students will study the technological innovations transforming the financial sector and examine the opportunities and challenges associated with crypto-assets.

008FRKMM3	Foundations of Risk Management	2 Cr.
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This course provides students with a thorough understanding of the fundamentals of risk management in the financial and business context. It explores the different categories of risk faced by organizations, including financial, operational, strategic and market risks, and examines the tools, techniques and strategies used to manage them.

008FRAAM3	Financial Reporting and Analysis	4 Cr.
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This course enables students to make strategic financial decisions in a dynamic, realistic environment. Using market simulations, real-time financial data and portfolio management models, students will apply their finance skills and develop a deep understanding of portfolio management.

008KFAQM3	Fusions Acquisitions	4 Cr.
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This course provides an in-depth examination of the processes, strategies, and financial implications of mergers, acquisitions, and divestitures. Students will develop a comprehensive understanding of the key issues surrounding mergers and acquisitions, preparing them for careers in corporate finance, strategy consulting, business law, and corporate management.

008PFMAM4	Portfolio Management	4 Cr.
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The course is divided into three parts.

- Part one introduces students to the concept of the portfolio management process and the investment policy statement. This part covers the investment needs of different types of investors (individual/institutional) as well as their various objectives and constraints. Students are required to evaluate investments by their contribution to the risk/return profile of the entire portfolio. A special emphasis is placed on selecting an optimal portfolio based on an investor's utility and CAL.
- Part two describes the major characteristics of asset classes as well as the methods used to calculate return/risk measures both individually and within a portfolio. Various return generating models are also covered in this part including the Macroeconomic Factor Models, the Fundamental Factor Models, and the Statistical Factor Models. Students are required to analyze the outcome of the aforementioned models and be able to derive an appropriate investment strategy.
- Part three allows students to differentiate between passive and active investment approaches. Students are introduced to the various techniques used in selecting, constructing and maintaining a relevant benchmark when measuring performance according to passive investing strategies. Fundamental and quantitative approaches used in active management strategies as well as the methods used to measure value added are also covered in this part. The final chapter provides a synthesis of the concepts covered throughout this course, mainly focusing on the construction of an appropriate investment policy statement (IPS) for both individuals



and institutional investors using various case studies.

008IFMAM3	Situation Analysis	4 Cr.
This course examines the fundamentals of human behavior and introduces practical and pedagogical tools applied in contemporary organizational contexts. It explores the methods, tools, and techniques used by organizations to manage the human dimension effectively.		
008INVMM3	Innovation Management	4 Cr.
This course emphasizes innovation as a strategic management process. It examines how firms acquire and leverage information, integrate technical and societal knowledge, and develop attractive value propositions for products and services. The course explores the role of partnerships and networks in accessing the capabilities required for innovation and explains how organizations can improve their innovation processes to create new products and services. It highlights the importance of innovation in achieving competitive advantage and long-term financial success.		
008ITMTM3	International Management	4 Cr.
This course provides global theoretical and analytical perspectives on managing multinational corporations. It examines environmental factors, social responsibility, conflict and culture, corporate strategy, structure and control, human resources, motivation, and leadership in international business contexts. The course equips students with a broad understanding of the management challenges, opportunities, and practices faced by firms operating globally through practical scenarios and applied case studies.		
008ORDAM3	Organization Design	4 Cr.
This course examines the evolution of organizations and management theories, including the history of work, organizational design, and organizational transformation. It explores institutional theory, conflict, power and politics, decision-making processes, and the role of information technology in organizations.		
008NEGOM4	Negotiation	4 Cr.
This course develops students' understanding of negotiation strategies and processes by examining situational contexts, relationship dynamics, and negotiation objectives. Focusing on business negotiations, it covers preparation techniques, strategy development, and practical negotiation approaches. The course also introduces third-party intervention in negotiation and conflict resolution, as well as the challenges of cross-cultural negotiations in increasingly diverse and globalized organizations.		
008OPMAM4	Operations Management	4 Cr.
This course addresses decision-making in operations management to optimize enterprise performance while considering the business environment and uncertainty. It covers key areas including supply chain management, project planning, inventory and transportation management, queuing systems, and the experience curve.		
008BPCAM4	Business Processes and Company Structuring	4 Cr.
This course provides an intermediate to advanced study of organizational management, examining key organizational characteristics, including processes, systems, decision-making, performance management, and change management. It explores organizations across diverse contexts, including businesses, startups, universities, hospitals, non-profit organizations, and public institutions. The course views organizations as complex systems that must continuously adapt while effectively managing human, material, and operational resources to achieve their objectives. It highlights the challenges faced by modern managers in improving organizational efficiency amid evolving expectations and global competition. Through case studies and academic literature, students will examine organizational design theories and best practices and develop tools and strategies to enhance their effectiveness as individuals and team members within organizations.		



008CPECM3	Digital Consumer Behavior	2 Cr.
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This course examines consumer and e-consumer behavior to identify business opportunities and understand consumer needs and expectations. It emphasizes designing products and services that align with these expectations and focuses on Internet purchasing behavior to develop effective e-commerce offerings. Students will learn to analyze consumer behavior and apply insights to improve products, services, and online sales strategies.

008CMDNM3	Multicultural Negotiation Contexts	2 Cr.
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This course examines intercultural negotiation, emphasizing how cultural differences influence values and behavior styles in international negotiations. It highlights the challenges managers face when negotiating across cultures and teaches students to understand and manage these differences effectively.

008CRMMM3	CRM	2 Cr.
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This course teaches marketing techniques for creating and maintaining mutually beneficial relationships between a company and its customers through effective identification, targeting, and retention. Students will learn to apply relationship marketing strategies to engage and manage customer interactions successfully.

008ETHAM3	Business Ethics	2 Cr.
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This course introduces students to the concepts of ethics and corruption in business. It emphasizes the importance for managers to integrate ethical principles into daily organizational practices, including marketing strategies. The course enables students to identify situations involving corruption, recognize common ethical dilemmas, and understand the ethical decision-making process.

008SDCVM3	Value Creation Strategy	2 Cr.
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This course examines value management as a key component of consumer behavior in marketing. From an academic perspective, it explores the nature, conceptualization, measurement, and theoretical foundations of value, including its nomological network. From a managerial perspective, the course equips students with the knowledge and tools needed to analyze, define, and enhance the value proposition of a market offering.

008PLANM3	Marketing Strategy	2 Cr.
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This course develops students' understanding of the role of strategic marketing plans in guiding organizational decisions. It focuses on the formulation and implementation of marketing strategies that align organizational resources with market potential to achieve defined objectives.

008STDDM4	Distribution Strategy	2 Cr.
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This course examines Lebanese and French distribution systems, consumer behavior at the point of sale, and the tools used for point-of-sale management.

008MKBAM3	Banking Marketing	2 Cr.
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This course introduces students to banking customer behavior and the bank marketing mix.

008SISVM4	Innovation Management	2 Cr.
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This course examines innovation by exploring its definition, the innovation process, and the adoption and diffusion of new ideas. It equips students with the knowledge and tools needed to maximize the market success of innovations and develop the ability to analyze and effectively manage innovation processes.

008MEDRM4	Research Methodology	2 Cr.
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This course develops students' research skills and practical abilities through the preparation and writing of a final thesis.

008SAEMM4	Statistics Applied to Marketing	2 Cr.
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This course provides marketing students with the theoretical and practical statistical concepts required to collect, process, and analyze data using SPSS for strategic applications, including sales forecasting, data aggregation, market segmentation, and the development of perceptual maps.

COURSES OFFERED BY IAE OF TOURS – FRANÇOIS RABELAIS UNIVERSITY

008MAATM4	Tourism Marketing	2 Cr.
008MQAMM4	Qualitative Methodologies Applied to Marketing	2 Cr.
008GDRSM4	Social Media Management	2 Cr.
008SMPCM3	Smart Pricing	2 Cr.
008DISEM4	Display and Search	2 Cr.
008ADECM3	Customer Experience Analysis	2 Cr.
008SDMBM4	Digital and Mobile Strategy	2 Cr.
008MEMPM4	Professional Master's Thesis	22 Cr.