

1871

EN

NORMANDIE
BUSINESS SCHOOL

COURSE OFFER DOUBLE DEGREE EXCHANGE STUDENTS

2025-2026



Important information to keep in mind when choosing courses

PROGRAMMES OPEN FOR DOUBLE DEGREE EXCHANGE STUDENTS:

1. If your home university has a double-degree agreement with EM Normandie, you may apply to one of our following study programmes (depending on each agreement):
 - MASTER IN MANAGEMENT - UNDERGRADUATE YEAR 3 (U3) :
Certificate issued by EM Normandie
 - BACHELOR IN MANAGEMENT - YEAR 3 - INTERNATIONAL MANAGEMENT (BMI3) : Bachelor Degree
 - MASTER IN MANAGEMENT - GRADUATE YEAR 5 (M2): Grade de Master Degree
- Please note that programmes have limited spots for double-degree students. In rare cases, if we have more applicants than spots, applications will be reviewed. Non-elected students will be offered an alternative option.

COURSE VALIDATION REQUIREMENTS:

1. You cannot mix courses from different semesters, different specializations (unless otherwise specified), different campuses and different levels of study.
2. Each course is validated by acquiring ECTS (European Credit Transfer System). For grading system, please read the Welcome Guide.
3. If the course is indicated as NCB (Non-credit bearing), it means that no credits are awarded for this course. Non credit-bearing courses require a 10 out of 20 grade to pass the course. Please note that class attendance is mandatory and that the course will be graded. Grade will appear on transcript.
4. Once you arrive at EM Normandie, you will have to send your transcripts from the previous semesters at your home university to be confirmed as a double-degree student.

LEARNING AGREEMENT:

1. All courses listed in the course offer for the chosen study programme are mandatory and must be reflected in your learning agreement.
2. Electives are available for double-degree students depending on the chosen programme. They are optional. If chosen, they are taken in addition to the mandatory courses and do not substitute for a mandatory course.
3. If your thesis is supervised by your home institution, you have the possibility to select an elective course in order to replace the Research Methodology course. If so, the elective course becomes mandatory.
4. If you choose to take FRENCH AS A FOREIGN LANGUAGE courses, please indicate your level of French in your learning agreement among the 4 below :
 - French for Beginners (never learnt French before)
 - French for False Beginners (A1 CECR)
 - French for Intermediate Learners (A2/B1 CECR)
 - French for Advanced Learners (B2/C1 CECR)

Important information to keep in mind when choosing a **campus**

VISAS & IMMIGRATION

Dear students! As much as we want to welcome you on all of our campuses unfortunately there are immigration restrictions depending on your nationality and the country of the EM Normandy campus over which we have no control. Please check carefully before you choose your campus.

French campuses (Paris, Caen, Le Havre) :

- European students: no visa required.
- Non-European students: visa required (short or long term)

Our government has a [unique website](#) for all visa requests.

Oxford campus:

Since the Brexit, the UK government has decided to divide citizens in two lists:

Non-visa nationals: EU, EEA & Swiss citizens can study in the UK for a short period (less than 6 months) without a visa.

- Visa nationals: students from countries on [this list](#) will not be able to study at our campus as we cannot issue a visa for them.

Please check you students' eligibility on [the government website](#) and let us know if you have any questions/doubts.

Dublin campus:

- European students: no visa required, students can come for a semester or a full year.
- Non-European students: visa required, students can only come for 1 semester.
 - Exempted nationalities: students can be exempt from a visa if their country appears on [this list](#).
 - Remaining nationalities: students will need to apply for [a visa short-term C](#) only for the dates they are physically in Ireland (the beginning of the semester will be online as the duration of courses is more than 90 days)

Dubai campus:

Once accepted, students will be contacted by our Dubai staff to start the visa process. The visa cost is around 7000AED for a year and includes health insurance and the residence permit. A medical test will be done upon arrival by the authorities (blood test and x ray). If the student does not pass the test, his visa will be revoked.

Additional information about EM Normandie Learning Experience

The EM Normandie Experience is a global vision focused on a single objective: to give students the means to be actors in their personal and professional development. EM Normandie enables them to mobilize the knowledge acquired in class and apply it in real company situations: missions, challenges, etc.. Please find below more information about Projects, Challenges & Career Path proposed in our Programs.

▪ **MASTER IN MANAGEMENT - UNDERGRADUATE YEAR 3 - (French Campus : Paris, Caen, Le Havre)/Oxford Campus / Dublin Campus / Dubai Campus)**

Responsible Project : This project is a contest which will ask students to work on an analysis relating to the integration of the Sustainable Development Goals (SDGs: defined by the UN) within companies already committed to Sustainable Development (SD) and Social Responsibility (RS). Framework of the contest: students will have to establish a diagnosis that will be based on companies that have already mentioned their contribution to the SDGs in their CSR or sustainable development policy and propose recommendations for actions that could be developed in the chosen company.

Career Path II / Parcours Carriere II : This course will allow each student to clarify how they present themselves (their strengths and motivation) to find an internship in line with their personal and professional aspirations. They will acquire detailed knowledge of a profession and its stake holders by participating in professional workshops. They will build a strategy for finding an internship and take ownership of the various recruitment processes to apply effectively.

▪ **MASTER IN MANAGEMENT - GRADUATE YEAR 5 - ((French Campuses : Paris, Caen, Le Havre)/Oxford Campus / Dublin Campus / Dubai Campus)**

Career Path/Parcours Carriere - Fall semester : The objective of this course is to help students finding solutions, ideas and advice to a question they may have in relation to their career orientation. The codevelopment method is used. In sub-groups of 5, students will play the roles of a client and of a consultant. A student plays the role of a client and explains an issue, project or concern that he has faced during his previous experiences. The other students in the group, playing the consultants, listen and then ask open questions to help the client clarifying his project.

Career Path/Parcours Carriere S2 - Spring Semester : this course is an individual Graduation Interview : Each interview will last 30 minutes. A professional recruiter, lecturing in the Career Path Scheme, will play the role of the recruiter. Each student will submit to the recruiter his/her CV, an Internship or Employment Advertisement relevant to his/her professional project and a "skills assessment" file enabling each student to present their service offer. Each student will receive constructive feedback at the end of the interview.

▪ **MASTER IN MANAGEMENT - INTERNATIONAL BUSINESS GRADUATE YEAR 5 - Le Havre Campus**

International Business Challenge 1- Fall Semester : The students are supposed to work within two weeks on a company's business case. The case is introduced in a briefing session done by a representative of the company. Hereafter, a Q&A session with the company as well as a supervision session by the head of the programme is provided throughout the two weeks of runtime. Finally, a presentation on the solution of the raised problem of the company should be held.

International Business Challenge 2 - Spring Semester : Experience of working on real issues for an international company. Provide the student with the opportunity to undertake an investigation into different areas, under the guidance of a supervisor. Enable the students to place the taught course into a practical context. Experience of working on real issues for an international company. Provide the student with the opportunity to undertake an investigation into different areas, under the guidance of a supervisor. Enable the students to place the taught course into a practical context.

Additional information about EM Normandie learning experience

- **MASTER IN MANAGEMENT - FINANCIAL DATA MANAGEMENT GRADUATE YEAR 5 - Paris Campus**

Challenge - Fall Semester : During this course, students will implement real projects for real companies. Provided by a company carefully selected by the programme leader, each team is composed of 4 students that compete one against the other on the same project of 3 weeks. Technical assistance is provided by teachers from the School. Each team has to present the results of its work at the end of the project to a panel of company executives and managers who are specialists of the selected topic. The team prepares an oral presentation with visual aids. The panel evaluates the quality of the analysis and recommendations, the team's cohesion and its ability to respond to the questions asked.

- **MASTER IN MANAGEMENT - MARKETING AND DIGITAL IN LUXURY AND LIFESTYLE GRADUATE YEAR 5 - Paris Campus**

Challenge - Fall Semester : Sponsored by Institut National des Métiers d'Art and coached by a professor from EM Normandie, this "challenge" mission is focused on a problematic formulated by a real luxury company which possesses the Entreprise du Patrimoine Vivant label. Each of the groups of students will have to analyse a specific company and to audit and help it with digital recommendations. Intercultural groups of students is requested for this project to provide international overview of the company and its environment.

- **MASTER IN MANAGEMENT - SUSTAINABLE BUSINESS STRATEGY GRADUATE YEAR 5 - Paris Campus**

Learning Expedition 1 & 2 - Fall & Spring Semester : The learning expeditions takes the form of a consulting mission. Provided by a company carefully selected by the academic director, students hold a consultant position for a length of 2 to 6 months. The consulting mission is undertaken by groups of 3 to 6 students utilizing consulting methodology, coached by company's project managers in collaboration with the academic director, as well as the program lecturers. Hence, students benefit from the support of these courses lecturers to succeed their mission. Visits to the company and workshop sessions are scheduled during the consulting mission.

- **MASTER IN MANAGEMENT ELECTIVES - YEAR 5 :**

Business Models & Performance - Spring Semester :

Please note that this business game is not intended for students of finance. Nevertheless, it is not possible to follow this course if the student does not master the basic concepts; namely, cost control, income statement and balance sheet.

Digitalization & Corporate Finance - Fall Semester :

Please note that This course is intended for students who wish to enter the accounting, auditing, banking or management control professions after their studies. Mastery of basic accounting notions is necessary.

Undergraduate year 3 Level Programmes



ENGLISH 

FRENCH 

UNDERGRADUATE YEAR 3 PROGRAMMES

Caen campus (8)

Dublin campus (9)

Oxford campus (10)

Paris campus (11)

Caen campus (13)

Paris campus (14)

BACHELOR IN INTERNATIONAL MANAGEMENT YEAR 3

Le Havre campus (16)

Le Havre campus (18)

Master in Management - Graduate year 5 Level



Master 2

ENGLISH 

FRENCH 

Caen campus (20)

Le Havre campus (21-23)

Oxford campus (24)

Paris campus (25-28)

Le Havre campus (30)

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UNDERGRADUATE year 3 ENGLISH



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CAEN CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
CASH AND RISK MANAGEMENT	5	ALTERNATIVE ECONOMICS	5
INTERNATIONAL LOGISTICS	5	APPLIED ECONOMICS	5
AGILE MANAGEMENT	5	ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT	5
E-COMMERCE MANAGEMENT	5	CONSUMER BEHAVIOUR	5
DIGITAL INFLUENCE	5	STRATEGY	5
GEOPOLITICS	5	COST CONTROL	5
ENGLISH	5	ENGLISH	5
FRENCH AS A FOREIGN LANGUAGE*	2	FRENCH AS A FOREIGN LANGUAGE*	2
REINFORCED ENGLISH	2	CAREER PATH 2	1
CAREER PATH	1	REINFORCED ENGLISH	2
		INTERNSHIP	1
		RESPONSIBLE PROJECT	1
		Electives** (possibility to choose 1) :	
		FINANCE INVESTMENT CASH FLOW	5
		UNDERSTANDING CLIMATE CHANGE AND ACTING FOR TRANSITION	5
		AGILE INTRAPRENEURSHIP PROJECT	5
		COMPARATIVE STRATEGIC THINKING	5
		DIGITAL TRANSFORMATION & 4.0 INDUSTRY	5
		Electives** (possibility to choose 1) :	
		ANTHROPOLOGY	5
		LAW AND ECONOMICS	5

**Electives : Students may choose one elective of each color. They can not choose more than one blue elective or more than one light orange elective. Electives are optional

Elective Courses taught in French



DUBLIN CAMPUS

FALL SEMESTER

Course title	Credits
CASH AND RISK MANAGEMENT	5
INTERNATIONAL LOGISTICS	5
AGILE MANAGEMENT	5
E-COMMERCE MANAGEMENT	5
GEOPOLITICS	5
DIGITAL INFLUENCE	5
GEOPOLITICS	5
ENGLISH	5
REINFORCED ENGLISH	2

SPRING SEMESTER

Course title	Credits
ALTERNATIVE ECONOMICS	5
APPLIED ECONOMICS	5
ORGANISATIONAL BEHAVIOUR & MANAGEMENT	5
CONSUMER BEHAVIOUR	5
STRATEGY	5
COST CONTROL	5
ENGLISH	5
CAREER PATH 2	1
REINFORCED ENGLISH	2
RESPONSIBLE PROJECT	1
INTERNSHIP	1

Electives (possibility to choose 1) :**

DIGITAL TRANSFORMATION & 4.0	5
INDUSTRY	5
THE ART OF PUBLIC SPEAKING	5
INTERNATIONAL TEAMS	5



OXFORD CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
CASH AND RISK MANAGEMENT	5	ALTERNATIVE ECONOMICS	5
INTERNATIONAL LOGISTICS	5	APPLIED ECONOMICS	5
AGILE MANAGEMENT	5	ORGANISATIONAL BEHAVIOUR & MANAGEMENT	5
E-COMMERCE MANAGEMENT	5	CONSUMER BEHAVIOUR	5
GEOPOLITICS	5	STRATEGY	5
DIGITAL INFLUENCE	5	COST CONTROL	5
GEOPOLITICS	5	CAREER PATH 2	1
ENGLISH	5	ENGLISH	5
FURTHER ENGLISH	2	RESPONSIBLE PROJECT	1
		INTERNSHIP	1
		Electives** (possibility to choose 1) :	
		DIGITAL TRANSFORMATION & 4.0 INDUSTRY	5
		BUSINESS IN POST-BREXIT EUROPE	5
		UNDERSTANDING CLIMATE CHANGE	5



PARIS CAMPUS

FALL SEMESTER

Course title	Credits
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CASH AND RISK MANAGEMENT	5
INTERNATIONAL LOGISTICS	5
AGILE MANAGEMENT	5
E-COMMERCE MANAGEMENT	5
DIGITAL INFLUENCE	5
GEOPOLITICS	5
ENGLISH	5
FRENCH AS A FOREIGN LANGUAGE *	2
REINFORCED ENGLISH	2
CAREER PATH 1	1

SPRING SEMESTER

Course title	Credits
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ALTERNATIVE ECONOMICS	5
APPLIED ECONOMICS	5
ORGANISATIONAL BEHAVIOUR AND MANAGEMENT	5
CONSUMER BEHAVIOUR	5
STRATEGY	5
COST CONTROL	5
ENGLISH	5
CAREER PATH 2	1
FRENCH AS A FOREIGN LANGUAGE*	2
REINFORCED ENGLISH	2
RESPONSIBLE PROJECT	1
INTERNSHIP	1

Electives (possibility to choose 1) :**

FINANCE INVESTMENT CASH FLOW	5
ENTERTAINMENT MARKETING	5
UNDERSTANDING CLIMATE CHANGE AND ACTING FOR TRANSITION	5
COMPARATIVE STRATEGIC THINKING	5

** Electives are optional

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UNDERGRADUATE YEAR 3 FRENCH



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CAEN CAMPUS

FALL SEMESTER		CAEN CAMPUS		SPRING SEMESTER	
Course title	Credits	Course title	Credits	Course title	Credits
STATISTIQUES	5	ECONOMIE ALTERNATIVE	5	ECONOMIE ALTERNATIVE	5
MATHÉMATIQUES FINANCIÈRES	5	ECONOMIE APPLIQUÉE	5	ECONOMIE APPLIQUÉE	5
DÉMARCHE MARKETING	5	COMPORTEMENT ORGANISATIONNEL ET MANAGEMENT	5	COMPORTEMENT ORGANISATIONNEL ET MANAGEMENT	5
ANALYSE FINANCIÈRE	5	COMPORTEMENT DU CONSOMMATEUR	5	COMPORTEMENT DU CONSOMMATEUR	5
DROIT DU TRAVAIL ET DES CONTRATS	5	STRATÉGIE	5	STRATÉGIE	5
TECH FOR BUSINESS : LES FONDAMENTAUX	5	CONTRÔLE DE GESTION	5	CONTRÔLE DE GESTION	5
GÉOPOLITIQUE	5	ANGLAIS	5	ANGLAIS	5
ANGLAIS	5	ANGLAIS RENFORCÉ	2	ANGLAIS RENFORCÉ	2
ANGLAIS RENFORCÉ	2	STAGE	1	STAGE	1
PARCOURS CARRIERE	1	PARCOURS CARRIERE	1	PARCOURS CARRIERE	1
		PROJET RESPONSABLE	1	PROJET RESPONSABLE	1
		Electives* (possibility to choose 1) :	5	Electives* (possibility to choose 1) :	5
		FINANCE, INVESTISSEMENT, TRÉSORERIE	5	FINANCE, INVESTISSEMENT, TRÉSORERIE	5
		TRANSFORMATION DIGITALE ET INDUSTRIE 4.0	5	TRANSFORMATION DIGITALE ET INDUSTRIE 4.0	5
		COMPRENDRE LE DÉRÈGLEMENT CLIMATIQUE ET AGIR POUR LA TRANSITION	5	COMPRENDRE LE DÉRÈGLEMENT CLIMATIQUE ET AGIR POUR LA TRANSITION	5
		PROJET INTRAPRENEURIAL AGILE	5	PROJET INTRAPRENEURIAL AGILE	5
		PENSÉES STRATÉGIQUES COMPARÉES	5	PENSÉES STRATÉGIQUES COMPARÉES	5
		LES FONDAMENTAUX DU COMMERCE INTERNATIONAL	5	LES FONDAMENTAUX DU COMMERCE INTERNATIONAL	5
		Electives* (possibility to choose 1) :	5	Electives* (possibility to choose 1) :	5
		ANTHROPOLOGY	5	ANTHROPOLOGY	5
		LAW AND ECONOMICS	5	LAW AND ECONOMICS	5

***Electives** : Students may choose one elective of each color.



PARIS CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
STATISTIQUES	5	ECONOMIE ALTERNATIVE	5
MATHÉMATIQUES FINANCIÈRES	5	ECONOMIE APPLIQUÉE	5
DÉMARCHE MARKETING	5	COMPORTEMENT ORGANISATIONNEL ET MANAGEMENT	5
ANALYSE FINANCIÈRE	5	COMPORTEMENT DU CONSOMMATEUR	5
DROIT DU TRAVAIL ET DES CONTRATS	5	STRATÉGIE	5
TECH FOR BUSINESS : LES FONDAMENTAUX	5	CONTRÔLE DE GESTION	5
GÉOPOLITIQUE	5	ANGLAIS	5
ANGLAIS	5	ANGLAIS RENFORCÉ	2
ANGLAIS RENFORCÉ	2	STAGE (8 to 12 weeks from mid-May to end of August)	1
CAREER PATH	1	RESPONSIBLE PROJECT	1
		CAREER PATH	1
		Electives ** (possibility to choose 1) :	
		COMPRENDRE LE DÉRÈGLEMENT CLIMATIQUE ET AGIR POUR LA TRANSITION	5
		PROJET INTRAPRENEURIAL AGILE	5
		ENTREPRISE ET SOCIÉTÉ, ANALYSE DES FAITS SOCIAUX	5
		FINANCE, INVESTISSEMENT, TRÉSORERIE	5

** Electives are optional

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BACHELOR YEAR 3 ENGLISH



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LE HAVRE CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
DISSERTATION RESEARCH METHODS	5	BACHELOR THESIS**	10
INTERNET OF THINGS AND BLOCKCHAIN	5	BUSINESS GAME	5
MARKETING MANAGEMENT	5	<i>FRENCH AS A FOREIGN LANGUAGE*</i>	5
INTERNATIONAL FINANCE	5	INTERNSHIP (12 weeks minimum from April)	5
GEOPOLITICS	5	<u>Concentration Option 1***:</u>	
MULTICULTURAL MANAGEMENT	5	SERVICE INDUSTRIES: Services Marketing	5
CAREER PATH	2	SERVICE INDUSTRIES: Tourism and Hospitality Services	5
<i>FRENCH AS A FOREIGN LANGUAGE*</i>	NCB	SERVICE INDUSTRIES: Financial and Gaming Services	5
		<u>Concentration Option 2***:</u>	
		DIGITAL BUSINESS: Digital Marketing Applications	5
		DIGITAL BUSINESS: Internet Law and Cybersecurity	5
		DIGITAL BUSINESS: e-Commerce operations	5
		<u>Concentration Option 3***:</u>	
		LOGISTICS: Multimodal Transportation	5
		LOGISTICS: Logistics 4.0	5
		LOGISTICS: Port Management	5

*****Options cannot be mixed (one to choose among the 3)**

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*French is optional

THESIS**: to be done under EM or home institution's supervision (depending on agreement)

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BACHELOR YEAR 3 FRENCH



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LE HAVRE CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
METHODOLOGIE DE RECHERCHE	5	MÉMOIRE* (THESIS)	10
DEMARCHE MARKETING	5	BUSINESS GAME	5
ENTREPRENEURIAT	5	ANGLAIS	5
SUPPLY CHAIN MANAGEMENT	5	STAGE (<i>12 weeks minimum after the exam period</i>)	5
MANAGEMENT DE LA QUALITE	5	<u>Concentration Option 1**:</u>	
LEADERSHIP ET MANAGEMENT DES EQUIPES	5	INDUSTRIE DES SERVICES: Marketing des Services	5
ANGLAIS	5	INDUSTRIE DES SERVICES: Services du Tourisme et de l'Hôtellerie	5
PARCOURS CARRIERE	2	Option INDUSTRIE DES SERVICES: Financial and Gaming Services	5
<i>FRENCH AS A FOREIGN LANGUAGE*</i>	NCB	<u>Concentration Option 2**:</u>	
		BUSINESS DIGITALE: Applications en Marketing Digital	5
		BUSINESS DIGITALE: Droit de l'Internet et de la Cybersécurité	5
		BUSINESS DIGITALE: Operations de eCommerce	5
		<u>Concentration Option 3**:</u>	
		LOGISTIQUE: Transport Multimodal	5
		LOGISTIQUE: Logistique 4.0	5
		LOGISTIQUE: Management Portuaire	5

****Choix d'une seule option, il n'est pas possible de les mixer**

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BUSINESS SCHOOL

MASTER YEAR 2 ENGLISH



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MASTER IN MANAGEMENT – GRADUATE YEAR 5 (M2)

INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT



CAEN CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
MARKETING MANAGEMENT	5	E COMMERCE WEBMARKETING AND MOBILE MARKETING	5
INTERNATIONAL OPERATIONS MANAGEMENT	5	NEW PRODUCT DEVELOPMENT	5
CROSS-CULTURAL MANAGEMENT	5	INTERNATIONAL BUSINESS DEVELOPMENT	5
INTERNATIONAL BUSINESS NEGOTIATION	5	BRAND AND SERVICES MARKETING	5
INTERNATIONAL MARKET RESEARCH	5	INTERNATIONAL DEVELOPMENT IN PRACTICE	5
BUSINESS CHALLENGE	5	INTERNSHIP <i>(6 months after the exam period)</i>	5
RESEARCH METHODOLOGY	5	DISSERTATION **	10
FRENCH AS A FOREIGN LANGUAGE*	NCB	FRENCH AS A FOREIGN LANGUAGE*	NCB
CAREER PATH	NCB	CAREER PATH	1
Electives* (possibility to choose up to 2):		*Electives (possibility to choose up to 2):	
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	CRITICAL ISSUES IN MANAGEMENT	5
CHANGE MANAGEMENT & ORGANIZATIONAL TRANSFORMATION	5	LEADING IN MULTICULTURAL ENVIRONMENTS	5
<u>DIGITALIZATION AND CORPORATE FINANCE</u>	5	DIGITAL DISRUPTION AND INDUSTRY 4.0	5
MANAGEMENT AND FUTURE STUDIES	5		
ENTREPRENEURSHIP IN EMERGING MARKETS	5		

MANDATORY COURSES

*French and Electives are optional. If chosen, they do not substitute for the mandatory courses.

One exception: If the thesis is supervised by the home institution, the Research Methodology course can be replaced by one elective course (which then becomes mandatory).

DISSERTATION**: to be done under EM or home institution's supervision (depending on agreement)



LE HAVRE CAMPUS

FALL SEMESTER

Course title	Credits
INTERCULTURAL MANAGEMENT	5
ADVANCED INTERNATIONAL BUSINESS	5
INTERNATIONAL BUSINESS LAW	5
INTERNATIONAL MARKETING	5
INTERNATIONAL HUMAN RESOURCES MANAGEMENT	5
<u>INTERNATIONAL BUSINESS CHALLENGE I</u>	5
RESEARCH METHODOLOGY	NCB
FRENCH AS A FOREIGN LANGUAGE*	NCB
CAREER PATH	
Electives* (possibility to choose up to 2):	
<u>DIGITALIZATION AND CORPORATE FINANCE</u>	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5
MANAGEMENT AND FUTURE STUDIES	5
ENTREPRENEURSHIP IN EMERGING MARKETS	5

SPRING SEMESTER

Course title	Credits
STRATEGIC MANAGEMENT	5
INTERNATIONAL OPERATIONS MANAGEMENT	5
CORPORATE SOCIAL RESPONSIBILITY	5
INTERNATIONAL BUSINESS NEGOTIATIONS	5
MANAGEMENT OF EMERGING MARKETS	5
INTERNATIONAL PROJECT MANAGEMENT	5
INTERNATIONAL FINANCE	5
<u>INTERNATIONAL BUSINESS CHALLENGE II</u>	5
DISSERTATION**	10
INTERNSHIP (6 months after the exam period)	9
FRENCH AS A FOREIGN LANGUAGE*	NCB
CAREER PATH	1
Electives* (possibility to choose up to 2)	
DIGITAL DISRUPTION AND INDUSTRY 4.0	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
CRITICAL ISSUES IN MANAGEMENT	5

MANDATORY COURSES

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One exception: If the thesis is supervised by the home institution, the Research Methodology course can be replaced by one elective course (which then becomes mandatory).

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Course title	Credits	Course title	Credits
SUPPLY CHAIN ESSENTIALS	3	INTERNATIONAL LOGISTICS	3
OPERATION & QUALITY MANAGEMENT	5	EFFECTIVE TRANSPORT OPERATIONS	3
STRATEGIC PROCUREMENT	5	PORT ECONOMICS & PERFORMANCE	5
SUSTAINABILITY in SCM	5	STRATEGIC SHIPPING MANAGEMENT	5
SUPPLY CHAIN PERFORMANCE	3	COMMUNICATION in INTERNATIONAL LOGISTICS	3
SUPPLY CHAIN ANALYTICS	1	IMMERSIVE & EXPERIENTIAL BUSINESS SIMULATIONS	2
INFORMATION & SIMULATION SYSTEMS for SCM	1	MARITIME INNOVATIONS & DIGITAL TRANSFORMATION	2
BUSINESS COMPETITION 1	2	BUSINESS COMPETITION 2	5
RESEARCH METHODOLOGY	5	INTERNSHIP (6 months after the exam period)	9
FRENCH AS A FOREIGN LANGUAGE**	NCB	DISSERTATION**	10
CAREER PATH	NCB	FRENCH AS A FOREIGN LANGUAGE*	NCB
Electives* (possibility to choose up to 2) :		CAREER PATH	1
DIGITALIZATION AND CORPORATE FINANCE	5	Electives* (possibility to choose up to 2) :	
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	CRITICAL ISSUES IN MANAGEMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	LEADING IN MULTICULTURAL ENVIRONMENTS	5
MANAGEMENT AND FUTURE STUDIES	5	DIGITAL DISRUPTION AND INDUSTRY 4.0	5
ENTREPRENEURSHIP IN EMERGING MARKETS	5		

MANDATORY COURSES

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FALL SEMESTER

Course title	Credits
SUPPLY CHAIN ESSENTIALS	3
OPERATION & QUALITY MANAGEMENT	5
STRATEGIC PROCUREMENT	5
SUSTAINABILITY in SCM	5
SUPPLY CHAIN PERFORMANCE	3
SUPPLY CHAIN ANALYTICS	1
INFORMATION & SIMULATION SYSTEMS for SCM	1
BUSINESS COMPETITION 1	2
RESEARCH METHODOLOGY	5
FRENCH AS A FOREIGN LANGUAGE**	NCB
CAREER PATH	NCB
Electives* (possibility to choose up to 2) :	5
DIGITALIZATION AND CORPORATE FINANCE	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5
MANAGEMENT AND FUTURE STUDIES	5
ENTREPRENEURSHIP IN EMERGING MARKETS	5

MANDATORY COURSES

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SPRING SEMESTER

Course title	Credits
TRANSPORT MANAGEMENT	3
FACILITY LOCATIONS & CUSTOMER CARE	3
DEMAND PLANNING	5
SUPPLY & PRODUCTION SYSTEMS	5
SUPPLY CHAIN INNOVATIONS	3
IMMERSIVE & EXPERIENTIAL BUSINESS SIMULATIONS	2
COMMUNICATION in SCM	2
BUSINESS COMPETITION 2	2
INTERNSHIP (6 months after the exam period)	9
DISSERTATION	10
FRENCH AS A FOREIGN LANGUAGE*	NCB
CAREER PATH	1
Electives* (possibility to choose up to 2) :	
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5



OXFORD CAMPUS

FALL SEMESTER

Course title	Credits
GLOBAL FINANCIAL MARKETS & BANKING SYSTEMS	5
QUANTITATIVE FINANCE & FINANCIAL MODELLING	5
ADVANCED CORPORATE FINANCE & FINANCIAL DECISION	5
INVESTMENT STRATEGIES AND PORTFOLIO MANAGEMENT	5
BANKING REGULATIONS AND COMPLIANCE	5
TAX AND LEGAL ASPECTS IN BANKING	5
RESEARCH METHODOLOGY	5
CAREER PATH	NCB
Electives* (possibility to choose up to 2):	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5
MANAGEMENT AND FUTURE STUDIES	5
ENTREPRENEURSHIP IN EMERGING MARKETS	

SPRING SEMESTER

Course title	Credits
FINANCIAL TECHNOLOGY & INNOVATIONS IN DIGITAL FINANCE	5
CONSULTING PROJECT: LEADERSHIP, NEGOTIATION, PROJECT MANAGEMENT	5
DATA SCIENCE AND ARTIFICIAL INTELLIGENCE IN FINANCE	5
AUDIT AND OPERATIONAL RISK MANAGEMENT	5
DIGITAL ASSETS: BUSINESS AND REGULATORY IMPACTS	5
ETHICS, CORPORATE GOVERNANCE, AND RESPONSIBLE BANKING	5
DISSERTATION	10
INTERNSHIP (6 months after the exam period)	9
CAREER PATH	1
Electives* :	
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

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PARIS CAMPUS

FALL SEMESTER

Course title	Credits
ADVANCED FINANCIAL ANALYSIS, VALUATION & CORPORATE STRATEGIES	5
STRATEGIC FINANCIAL REPORTING & INVESTMENT MANAGEMENT	5
DATA & AI STRATEGY FOR BUSINESS & FINANCE PERFORMANCE	5
PROJECT MANAGEMENT & PYTHON CODING WITH AI	5
<u>CHALLENGE #1</u>	5
RESEARCH METHODOLOGY	5
FRENCH AS A FOREIGN LANGUAGE*	NCB
CAREER PATH	NCB
Electives* (possibility to choose up to 2) :	
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5
MANAGEMENT AND FUTURE STUDIES	5
ENTREPRENEURSHIP IN EMERGING MARKETS	5

SPRING SEMESTER

Course title	Credits
BUSINESS MODELS, DECISION MAKING & PERFORMANCE MANAGEMENT	5
STRATEGIC KPIs DESIGN & ADVANCED DATA VIZUALIZATION	5
STRATEGIC COMMUNICATION & PRESENTATION	5
DATA SECURITY, ETHICS & INNOVATION BLOCKCHAIN	5
RISK STRATEGY & MANAGEMENT	5
CHALLENGE #2	5
INTERNSHIP (6 months after the exam period)	9
DISSERTATION	10
FRENCH AS A FOREIGN LANGUAGE*	NCB
CAREER PATH	1
Electives* (possibility to choose up to 2) :	
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

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PARIS CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
MARKETING ACTIVATION IN LUXURY	5	BUSINESS MODELS IN LUXURY	5
COMMUNICATION AND DIGITAL IN LUXURY	5	BRAND MANAGEMENT AND RESPONSABILITY	5
DIGITAL DEVELOPMENT IN LUXURY	5	ECONOMIC PERFORMANCE IN LUXURY	5
<u>CHALLENGE</u> IN HERITAGE AND INNOVATION	5	INTERNATIONAL ENVIRONMENT IN LUXURY	5
RESEARCH METHODOLOGY	5	EXPERIENTIAL LUXURY	5
INSIDE LUXURY IN HERITAGE	5	INTERNSHIP (<i>6 months after the exam period</i>)	9
FRENCH AS A FOREIGN LANGUAGE*	NCB	DISSERTATION	10
CAREER PATH	NCB	FRENCH AS A FOREIGN LANGUAGE*	5
Electives* (possibility to choose up to 2) :		CAREER PATH	1
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	Electives* (possibility to choose up to 2) :	5
MANAGEMENT AND FUTURE STUDIES	5	CRITICAL ISSUES IN MANAGEMENT	5
ENTREPRENEURSHIP IN EMERGING MARKETS	5	LEADING IN MULTICULTURAL ENVIRONMENTS	5
		DIGITAL DISRUPTION AND INDUSTRY 4.0	5

GPA of 3.0 on a 4.0 scale is required to access this specialization.

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PARIS CAMPUS

FALL SEMESTER		PARIS CAMPUS		SPRING SEMESTER	
Course title	Credits	Course title	Credits	Course title	Credits
MEETING STRATEGIES FOR SOCIAL TRANSFORMATION (Master's Inaugural Lesson)	5	MEETING STRATEGIES FOR SOCIAL TRANSFORMATION (Learning Expeditions)	5	CORPORATE CREATIVITY LEADERSHIP (Organizational Approach)	5
MEETING STRATEGIES FOR SOCIAL TRANSFORMATION (Learning Expeditions)	5	EVENT MANAGEMENT AS A COMPLEX PROJECT	5	DIGITAL SOCIAL EXPERIENCE	5
EVENT MANAGEMENT AS A COMPLEX PROJECT	5	ADVANCED PROFICIENCY IN EVENT MANAGEMENT	5	LIVE SOCIAL EXPERIENCE	5
ADVANCED PROFICIENCY IN EVENT MANAGEMENT	5	DESIGN THINKING (User Approach)	5	INNOVATIVE SOCIAL EXPERIENCE	5
DESIGN THINKING (User Approach)	5	LOCAL INNOVATIVE ECOSYSTEMS	5	EVENT SUSTAINABILITY	5
LOCAL INNOVATIVE ECOSYSTEMS	5	RESEARCH METHODOLOGY	5	EXPERIENCE & EVENT PERFORMANCE	5
RESEARCH METHODOLOGY	5	FRENCH AS A FOREIGN LANGUAGE*	NCB	WORK EXPERIENCE - INTERNSHIP (6 months - after the exam period)	9
FRENCH AS A FOREIGN LANGUAGE*	NCB	CAREER PATH	NCB	DISSERTATION	10
CAREER PATH	NCB	Electives* (possibility to choose up to 2) :	5	FRENCH AS A FOREIGN LANGUAGE*	NCB
Electives* (possibility to choose up to 2) :	5	DIGITALIZATION AND CORPORATE FINANCE	5	CAREER PATH	1
DIGITALIZATION AND CORPORATE FINANCE	5	CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	Electives* (possibility to choose up to 2) :	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	CRITICAL ISSUES IN MANAGEMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	MANAGEMENT AND FUTURE STUDIES	5	LEADING IN MULTICULTURAL ENVIRONMENTS	5
MANAGEMENT AND FUTURE STUDIES	5	ENTREPRENEURSHIP IN EMERGING MARKETS	5	DIGITAL DISRUPTION AND INDUSTRY 4.0	5
ENTREPRENEURSHIP IN EMERGING MARKETS	5				

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PARIS CAMPUS

FALL SEMESTER

Course title	Credits
CONSULTING SKILLS	5
SUSTAINABILITY AS A BUSINESS	5
IMPACT INVESTING AND SOCIAL ENTREPRENEURSHIP	5
CORPORATE GOVERNANCE AND BUSINESS ETHICS	5
GLOBAL STRATEGY & SUSTAINABLE SUPPLY CHAINS	5
RESEARCH METHODOLOGY	5
<u>LEARNING EXPEDITION 1</u>	5
FRENCH AS A FOREIGN LANGUAGE*	NCB
CAREER PATH	NCB
Electives* (possibility to choose up to 2) :	
<u>DIGITALIZATION AND CORPORATE FINANCE</u>	5
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5
MANAGEMENT AND FUTURE STUDIES	5
ENTREPRENEURSHIP IN EMERGING MARKETS	5

SPRING SEMESTER

Course title	Credits
TECHNOLOGICAL INNOVATION AND SUSTAINABILITY	5
RESPONSIBLE LEADERSHIP	5
BUSINESS ANALYTICS FOR SUSTAINABILITY	5
CREATIVITY AND SOCIAL INNOVATION	5
<u>LEARNING EXPEDITION 2</u>	5
AGILE PROJECT MANAGEMENT	5
THESIS	10
INTERNSHIP	9
FRENCH AS A FOREIGN LANGUAGE*	NCB
CAREER PATH	1
Electives* (possibility to choose up to 2) :	
CRITICAL ISSUES IN MANAGEMENT	5
LEADING IN MULTICULTURAL ENVIRONMENTS	5
DIGITAL DISRUPTION AND INDUSTRY 4.0	5

GPA of 3.2 on a 4.0 scale is required to access this specialization.

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NORMANDIE
BUSINESS SCHOOL

MASTER YEAR 2 FRENCH



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MASTER IN MANAGEMENT – GRADUATE YEAR 5 (M2)

AUDIT ET FINANCE D'ENTREPRISE



FRENCH



LE HAVRE CAMPUS

FALL SEMESTER		SPRING SEMESTER	
Course title	Credits	Course title	Credits
MANAGER LES GROUPES ET LES ENJEUX ECONOMIQUES	5	FINANCE 1- GERER LES FINANCES DES GROUPES	5
MANAGER ET CONTROLER	5	FINANCE 2- MAITRISER LES NORMES ET LES INVESTISSEMENTS	5
MANAGER LES SYSTEMES D'INFORMATION	5	FINANCE 3- GERER LA VALEUR ET L'INGENIERIE FINANCIERE	5
AUDITER	5	FINANCE 4- EVALUER L'ENTREPRISE	5
CHALLENGE BUSINESS PLAN	5	GERER LES AUDITS DE SPECIALITE : IT et RSE	5
MÉTHODOLOGIE DE RECHERCHE	5	STAGE (<i>deux périodes possibles: décembre 2025 à mai 2026 & mi-juillet à décembre 2026</i>)	5
Electives* (possibility to choose up to 2) :		MÉMOIRE	10
CASES IN ETHICAL AND SUSTAINABLE DEVELOPMENT	5	Electives* (possibility to choose up to 2) :	
CHANGE MANAGEMENT AND ORGANIZATIONAL TRANSFORMATION	5	CRITICAL ISSUES IN MANAGEMENT	5
MANAGEMENT AND FUTURE STUDIES	5	LEADING IN MULTICULTURAL ENVIRONMENTS	5
ENTREPRENEURSHIP IN EMERGING MARKETS	5	DIGITAL DISRUPTION AND INDUSTRY 4.0	5

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