

ACTA DE REUNIÓN DE LA COMISIÓN ACADÉMICA DE MÁSTER

Denominación del Máster	Master en Economía/Economics
Coordinador	Henry Aray Casanova

El 04 de mayo de 2023 se convoca a una reunión extraordinaria de forma virtual, on line, a través del correo electrónico, a los miembros de la Comisión Académica del Máster (CAM) Universitario en Economía/*Economics* con el siguiente único punto del día:

1. Aprobación, si procede, del nuevo acuerdo de doble máster con la Escuela de Negocios INSEEC (Francia). (véase documento adjunto)

Miembros:

Profesores:

Henry Aray Casanova  
Lorenzo Ductor Gómez  
Juliette Milgram Baleix  
Elena Molis Bañales  
Julián Díaz Saavedra  
Araceli Rojo Gallego-Burín  
Dolores Jiménez Rubio

Estudiantes:

Olaf Quezada Holguín

**Punto 1.** Se propuso el plazo para la recepción de sugerencias y/o consideración desde el 02 de mayo a las 13.35 hasta el 04 de mayo a las 23.59 horas.

Como no se recibió ninguna objeción respecto al acuerdo de renovación del doble máster con la Escuela de Negocios INSEEC (Francia), se aprueba la propuesta.

En Granada, a 04 de mayo de 2023



Fdo.: Henry Aray Casanova  
Coordinador



Fdo.: Lorenzo Ductor Gómez  
Secretario



## DOUBLE DEGREE AGREEMENT BETWEEN Between

**INSEEC Grande Ecole, Paris, Bordeaux, Lyon - France**  
**And**

**University of Granada, Granada - Spain**

This Agreement is entered into between the Trustees of the network of higher education institutions consisting of INSEEC Grande Ecole in Paris, Bordeaux and Lyon (hereafter called **IGE**) and University of Granada (hereafter called **UGR**). IGE and UGR are referred to collectively as the Parties.

IGE and **UGR**, wishing to establish cooperative relations and develop academic and cultural interchange through mutual assistance in the areas of education and research, agree to develop programs and academic exchanges subject to the following terms and conditions.

On behalf of INSEEC Grande Ecole, located at 27 Avenue Claude Vellefaux, 75010 Paris, France, represented by Thomas Allanic, Dean,

And

On behalf of/representing the University of Granada (Kingdom of Spain), domiciled at c/Cuesta del Hospicio s/n, 18071 Granada (Spain), its Rector, Professor María Pilar Aranda Ramírez, per Decree 489/2019 dated 4<sup>th</sup> June (Andalusian Official Gazette (BOJA) number 108, June 7<sup>th</sup>, 2019), acting with the competences attributed to her by Article 20.1 of the Organic Law of Universities 6/2001, dated 21<sup>st</sup> December, and Article 45k) of the University of Granada Statutes,

### **ARTICLE I. OBJECTIVE OF THE AGREEMENT**

The purpose of this Agreement is to establish a mutually-beneficial educational and pedagogical relationship. This Agreement establishes the formal understanding of the scope of operations between the Parties, and for the following activities.

The purpose of this Agreement is also to define the conditions and terms under which the partner universities will run a Double Graduate Degree Programme leading to the issue of the following degrees:

*Master in Economics [UGR]*

*Grade Master –IGE]*



The Faculties in which the Double Graduate Degree Programme established by this Agreement are:

- Faculty of Economic Sciences and Business
- INSEEC Grande Ecole

The two Universities and their Faculties have participated in prior academic cooperation activities, in particular in the field of Economics and Management, involving student mobility.

This Agreement will be implemented within the normal functioning of each partner university and does not constitute the establishment of a new degree programme.

## **ARTICLE II. LEGAL FRAMEWORK**

Both/all partner universities have the legal capacity to offer undergraduate and postgraduate programmes under their respective national legislation. This joint structured mobility programme leads to the issuing of Postgraduate degrees from the University of Granada that are included in the National Register of Universities, Centres and Degrees (RUCT), in accordance with Royal Decree 822/2021, of 28 September, which establishes the organisation of university education and the procedure for quality assurance; Royal Decree 1002/2010, of 5 August, on the issuance of official university degrees; and Royal Decree 1791/2010, of 30 December, approving the University Student Statute. This agreement is subject to the International Student Mobility Regulations of the University of Granada, approved by the Governing Council on 26/06/2019.

[Specify partner's legal basis; legislation applicable in UGR listed above]

INSEEC Grande Ecole is accredited by the French state ministry of Higher education, which allows it to deliver a Grade Master, internationally recognized. The field of the degree is Business Studies (according to the concentration followed by the student)

## **ARTICLE III. SCOPE OF AGREEMENT**

This Agreement is subject to the availability of funds of either party, and covers The exchange of award-seeking students from each Party for traditional double degree student exchange program;

## **ARTICLE IV. STUDENT MOBILITY**

### **Section 1. Student Mobility.**

Both contracting parties agree to cooperate in the business studies area within the framework of their respective degrees. Both parties agree to participate in student exchanges.

A selection committee will be constituted in each institution in order to examine and evaluate the candidate's application form for each program, and to establish the selection of these candidates using the selection criteria defined by each institution.

The number of students to be exchanged on double degree shall be determined annually by joint agreement and will be based on the principal of reciprocity. Parties agree on a number of 6 (2 on each campus: Paris, Bordeaux and Lyon) Double Degree students. The places for each program are outlined in the Double Degree Annex that follows the Double Degree Agreement.

In the event of a difference in incoming and outgoing numbers of students, adjustments will be made on a yearly basis.



The curriculum of this Double Degree Programme is presented in annex which is an integral part of this agreement. Changes to the annexes do not affect the whole agreement.  
The two institutions share the organization and the management of this programme which can be updated with both institutions' mutual agreement.

The host Institution reserves the right to reject candidates preselected by the home Institution if their academic record does not fulfil the academic requirements of the degree programme.

## Section 2. General Program Requirements for IGE:

The duration of the study abroad period will be for one year (see Annex I).

An internship experience is an integral part of the program. Students participating to the double degree exchange program must complete an internship of 6 months in a relevant field.

In order to receive the IGE degree students must submit their graduate thesis written according to IGE regulations for review to their IGE supervisor with a second supervisor of UGR. The thesis will be fully supervised, defended at and graded by IGE and the grades will be transferred to UGR once all requirements are completed: courses, internship, thesis, thesis defense, Grand Oral and TOEIC score.

The Master thesis will be individually written.

The internship can be taken in France or any other country. In addition, students will be asked to pass an exit TOEIC examination and reach a 750 score to be eligible to the diploma. This examination is free of charge (one intent – following intents being charged 65€, amount subject to change) and mandatory for all students including double degree exchange students. The Double-Degree students will also be convoked to defend their thesis and for a grand Oral examination (the last point being in force since september 2023)

A selection committee will be constituted in each institution in order to examine and evaluate the candidate's application form for each program, and to establish the selection of these candidates using the selection criteria defined by each institution.

The Parties retain at all times the ultimate authority over all admission and subsequent academic decisions respective to each.

A minimum requirement of proficiency in English, French will be enforced. For the programs taught in English, a TOEFL score (75-80 IBT) or IELTS (6) or an assessment and attestation from the home university is required. For the programs taught in French, the partner University will assess and attest to the student's language proficiency.

Upon successful completion of the Double Degree requirements (121 ECTS), two separate diplomas are conferred to the student according to the local regulations:

- The degree from UGR: UGR together with diploma supplement, if available.
- The diploma from the IGE "Grade Master" Grande Ecole together with diploma supplement, if available.

These degrees are recognized in Europe as research masters degree allowing the student to start a Ph. D. programme.

## General Program Requirements for UGR:

The double degree programme is designed as a full-time study programme. The minimum level of competence in *English* required in order to participate in the programme is **B1** and this will be accredited according to the official procedures



established for this purpose at each of the cooperating universities. This is a two year academic program, and the duration of the study abroad period will be for one year (see Annex I)

In the case of the UGR, prior to the signing of this Agreement, the itineraries for both UGR and IGE students have been approved by the Faculty Board at the Faculty of IGE.

The implementation of the Programme, the award of the degree and the rights and obligations of the students are subject to the respective national legislation and internal institutional regulations.

The academic structure of the Programme and the mobility are described in Annex 1.

Students participating to the double degree exchange program must complete 60 ECTS credits at UGR: 52 ECTS credits to be chosen among all optional courses (see Annex I) and 8 ECTS credits of the Master Thesis (and its final oral exam).

This double programme establishes a single Master Thesis, for which the students must be registered during the second year at each of the two universities.

In order to receive the UGR degree students must submit and defend their graduate thesis written according to UGR regulations. The Master Thesis will be fully supervised, defended at and graded by UGR and the grades will be transferred to IGE

### Section 3. Placement for IGE:

IGE has many campuses and is pleased to welcome the exchange students in: Paris Bordeaux and Lyon campuses.

IGE would like to inform its partners that not all programs are taught on each campus. Placement priority is based on the program and not the city. IGE agrees to send each year an updated program and course list for each campus, at the latest at the end of June prior to the start of the academic year and beginning of the fall semester.

IGE agrees to place double degree exchange students for one academic year in line with the framework of each institution within each program.

### Placement for UGR:

UGR inform that the Master in Economics is taught on the Faculty of Economics and Business, located at La Cartuja campus, Granada city.

### Section 4. Fees.

Students participating within the double degree exchange program will be enrolled as full time students (30 ECTS per semester) at the host institution.

The double degree exchange students agree to pay tuition at their home institution, and are therefore exempt from paying tuition fees at the host institution. Only supplementary fees (e.g. accommodation, additional compulsory insurance, issue of degree certificates, extra language courses, special services) shall be paid to the host institution, where applicable.





However, supplementary cost must be paid by the students. This includes, but is not limited to student services (such as gym membership, computer lab, printing, public transportation, health center, personal civil liability insurance, and other fees of this nature), travel expenses, accommodations, private health insurance, social security fees, travel insurance, visa cost, meal plans and study material.

The host institution undertakes to facilitate the arrival of the students and to put at their disposal all the existing services and study grants, if available

No transfer of funds will be affected between the two institutions, and no adjustment will be asked from the participating students by the institutions.

Any fee demanded to the students or institutions nor any contribution that is not mentioned in this agreement cannot be claimed by the home or the Host institution.

#### Section 5. Health Insurance in France.

In accordance with the French law, all students coming from a non EU country must register with the French National Health Insurance, 'Caisse Primaire d'Assurance Maladie (CPAM) on the dedicated website. IGE will assist the students with this process. As CPAM will only reimburse 60% or less of the total bill, INSEEC GE also strongly recommends that the students consider registering with a private mutual fund in France or another private health insurance fund. Students coming from an EU country and holding a European Health Insurance Card (EHIC – to be demanded in the home country and before starting the semester) do not have to register to the CPAM and they will have access to French Health care using this card.

#### Health Insurance in Spain

In accordance with the Spanish law of full health care in Spain for foreigners, anyone can be treated in a public health center, provided that they prove residence in Spain for more than 90 days. Hence, UGR strongly recommends that the students consider registering with a private mutual fund in Spain during the first 3 months of residence. Regarding the purchase of prescription drugs, this group must pay the same amount as Spaniards who have an income of less than 18,000 euros, that is, 40% of the total.

#### Section 6. Student Rights and Duties.

In accordance with enrollment regulations prevailing at the respective host institution, each university assures that exchange students will have access to courses, libraries, study tools and facilities, as well as all services and leisure activities normally offered to students.

Students participating in exchanges must agree to respect all local rules and regulations concerning classes and lectures, examinations and assessment and appropriate behavior on campus in the host institution.

#### Section 7. Partner Obligations.

The two establishments commit themselves to promoting the study abroad opportunities within the partner university.

The two establishments commit themselves to assisting the students in finding accommodations.



The two establishments commit themselves to sending out updated information on programs, courses and study abroad fairs on an annual basis.

The two establishments commit themselves to sending each student's transcript to the partner coordinator and not only to the student. If the host institution does not have the right by law to send student records to the home institutions, then the host institution must inform the home institution of this policy at the time of application.

#### Section 8. Coordinator Contact Information.

Each institution will designate an office and individual within that office (Program Coordinator) to oversee the student recruiting and admissions process.

Coordinators may assign or delegate aspects of their program responsibilities to other people, such as faculty or staff. Coordinators are responsible for ensuring that these individuals successfully perform their jobs.

The coordinators for IGE will be:

<p>Lorena ZANELLI Director of the International Relations Office INSEEC Grande Ecole Paris – Bordeaux - Lyon 27 avenue Claude Vellefaux 75010 Paris, France <a href="mailto:lzanelli@inseec.com">lzanelli@inseec.com</a></p>	<p>Marjolijn KUIZINGA Erasmus+ Coordinator 27 avenue Claude Vellefaux 75010 Paris, France <a href="mailto:mkuizinga@inseec.com">mkuizinga@inseec.com</a></p>
<p>Noémie DUPLANTIER Bordeaux Campus Hangar 19 – Quai de Bacalan CS60083 33070 Bordeaux Cedex – France <a href="mailto:nduplantier@inseec.com">nduplantier@inseec.com</a></p>	

The coordinator for UGR:

<p>Wenceslao Martín Rosales Academic Director of Internationalization Vice President for Internationalization Hospital Real, Avenida del Hospicio nº 1 18071 (Granada) Granada <a href="mailto:diracademic@ugr.es">diracademic@ugr.es</a></p>	<p>Francisca Serrano Director of Internationalization International Postgraduate School Avenida del Hospicio nº 1 18071 (Granada) Granada <a href="mailto:fdserran@ugr.es">fdserran@ugr.es</a></p>
<p>Henry Aray Casanova Master Program Coordinator Master in Economics School of Economics Campus de la Cartuja s/n 18011 (Granada) Granada <a href="mailto:haray@ugr.es">haray@ugr.es</a></p>	<p>Julián Díaz Saavedra Coordinator of Double Degree Program - Master in Economics School of Economics Campus de la Cartuja s/n 18011 (Granada) Granada <a href="mailto:julianalbertodiaz@ugr.es">julianalbertodiaz@ugr.es</a></p>

For the University of Granada the composition is established by the Regulations on the International Mobility of Students, approved by the University Council on 26<sup>th</sup> June 2019.

The programme coordinator of each university will inform the partner institution about the selected students immediately after the selection process has been completed. They will also be responsible for ensuring the smooth functioning of the programme, coordination between the partner universities



In order to be enrolled at IGE, students have to submit an online application form, official transcript of records of past academic years, a resume/CV with the student's photo, a copy of student passport or EU ID card, a copy of the European health insurance card or certificate. All non-EU students will have to register to the French National Health Insurance System through the dedicated website (free of charge). UGR ensures that every student who is going to IGE fulfils the English language requirements stated in this agreement. However, no tests have to be submitted to IGE.

#### Section 9. Quality assurance

The Double Degree Programme shall be subject to systematic evaluations and to a quality assurance system, designed to enhance its implementation.

The Partner Universities are part of the national university system of their respective countries; therefore, their activity is evaluated on a regular basis by external certified bodies.

#### Section 10. Degree programmes and issuing of degree certificates

The students participating in this Programme will register in their respective home universities in the following degree programmes:

- Students from [IGE]: Inseec Master's Degree in Business Studies– major to be chosen by the student among the academic offer.
- Students from UGR: *Master in Economics*

Throughout the programme, students are subject to the local regulations of the university at which they are taking courses whether it be the home or the host university.

The degree of the partner institution will not be issued under any circumstances prior to the award of the degree at the home institution for which the student was granted a place on the home and double degree programme.

If at the end of the study programme a student does not fulfil the requirements for the award of the degree at the host institution, the student may be allowed to extend their study programme for a further year at that institution. If after that period s/he still has not fulfilled all the requirements for the award of the degree at the host institution, s/he will not receive the degree from the host institution, but may continue their studies at the home institution, if this is permitted by regulation at the said institution.

Students who decide, for whatever reason, to leave the programme may in any case continue their studies at their home institution, but may not be awarded the degree of the host institution.

The partner universities agree to exchange information on the content and design of the degree certificates and Diploma supplements (where appropriate).

In the UGR, the issuing of the degree certificate and the corresponding final transcript of records is subject to the payment of a fee established annually (in 21/22 €176) for all students. IGE students will also be subject to payment of this fee. Regulations on the delivery of the degree certificate also apply, and when students do not collect the document in person, currently necessitate authorization to send it to a Spanish consular office where it must be collected in person.





## Article V. Data protection, confidentiality and security

1. With regard to the actions developed through the implementation of this framework collaboration agreement, the parties agree to comply with the personal data protection regime established in Regulation (EU) 2016/679 of 27 April 2016 (hereafter the GDPR) and any other applicable regulations.

2. For these purposes, the signatory entities will be considered responsible for the processing of the personal data that each party provides to one another for the development of the functions assigned to them, through the implementation of this agreement.

3. The processing of personal data covered by this agreement is specified in the following terms:

**a) Legal basis:** processing is necessary for the performance of a contract to which the data subject is party upon applying to participate in an international double degree and accepting the conditions established therein.

**b) Purpose of the data communication:** the purpose of the data processing is to facilitate the development of the studies that are the object of this agreement in the signatory institutions.

### c) Data communicated by the parties:

i) The University of Granada, within the framework of this agreement, will communicate the following personal data to the University (or, where appropriate, the institution IGE) the personal data among the following ones, necessary to carry out the mobility:

<input type="checkbox"/> Identifying data	<ul style="list-style-type: none"><li>• Name and surname</li><li>• Address</li><li>• Phone number</li><li>• Email</li></ul>	<ul style="list-style-type: none"><li>• DNI/NIF/Passport</li><li>• Signature</li><li>• Others:</li></ul>
<input type="checkbox"/> Personal data	<ul style="list-style-type: none"><li>• Date and place of birth</li><li>• Age</li><li>• Sex</li><li>• Others:</li></ul>	<ul style="list-style-type: none"><li>• Nationality</li><li>• Mother tongue</li><li>• Image</li><li>• Voice recording</li></ul>
<input type="checkbox"/> Academic and professional data	<ul style="list-style-type: none"><li>• Training</li><li>• Qualifications</li><li>• Others:</li></ul>	<ul style="list-style-type: none"><li>• Accreditation of language competence</li><li>• Student record</li></ul>
<input type="checkbox"/> Other data	<ul style="list-style-type: none"><li>• Medical data</li><li>• Insurance data</li><li>• Others:</li></ul>	<ul style="list-style-type: none"><li>• Financial data</li><li>• Criminal record data</li></ul>

ii) For its part, the University (or, where appropriate, the institution IGE), within the framework of this agreement, will communicate to the University of Granada the personal data among the following ones, necessary to carry out the mobility:

<input type="checkbox"/> Identifying data	<ul style="list-style-type: none"><li>• Name and surname</li><li>• Address</li><li>• Phone number</li><li>• Email</li></ul>	<ul style="list-style-type: none"><li>• DNI/NIF/Passport</li><li>• Signature</li><li>• Others:</li></ul>
<input type="checkbox"/> Personal data	<ul style="list-style-type: none"><li>• Date and place of birth</li><li>• Age</li><li>• Sex</li><li>• Others:</li></ul>	<ul style="list-style-type: none"><li>• Nationality</li><li>• Mother tongue</li><li>• Image</li><li>• Voice recording</li></ul>
<input type="checkbox"/> Academic and professional data	<ul style="list-style-type: none"><li>• Training</li><li>• Qualifications</li><li>• Others:</li></ul>	<ul style="list-style-type: none"><li>• Accreditation of language competence</li><li>• Student record</li></ul>
<input type="checkbox"/> Other data	<ul style="list-style-type: none"><li>• Medical data</li><li>• Insurance data</li><li>• Others:</li></ul>	<ul style="list-style-type: none"><li>• Financial data</li><li>• Criminal record data</li></ul>

### d) Data subject categories: students.



Both parties undertake to process the personal data referred to in strict compliance with their legal obligations, especially those associated with the principles of lawfulness, fairness and transparency in relation to the data subject, and only for purposes which are strictly necessary. In accordance with the principle of data minimisation, data must be processed in an appropriate and relevant manner and limited to what is necessary in relation to the purposes that arise from the execution of this framework agreement, ensuring the accuracy of the personal data.

4. All parties will maintain confidentiality in the processing of data provided by the other parties, as well as information, of any type or nature, resulting from the implementation of this agreement.

Personal data shall not be transferred or communicated to third parties, except when they are transferred to legitimate data processors or to other bodies or Public Administrations in accordance with the legal provisions.

The general obligation of confidentiality shall be complementary to the duties of professional secrecy, in accordance with the applicable regulations.

5. The signatory parties are obliged to implement the necessary technical and organisational measures to guarantee the security and integrity of personal data and to prevent its alteration, loss, or unauthorised processing or access.

6. The signatory parties to the agreement are exempt from any liability that may arise from any breach of the above obligations by any other party. In the event of a breach of the assumed obligations, the entity that has committed said breach shall be liable for the infringements it may incur.

## ARTICLE VI. Validity & Implementation

This convention will take effect on the day of its signing by the contracting parties. Its duration is for five years and will be tacitly renewed for another five years. Any renewal of this agreement requires prior authorization by informing and receiving approval from the respective governing bodies involved.

The present agreement and its clauses can be dissolved, by certified return mail, following a prior notification of six months before the end of the annual exchange program in progress. In the event of the agreement being terminated, any activities in progress shall be run to completion and both parties must ensure that enrolled students are able to complete the Double Degree Programme

Any dispute arising out of this General Agreement or any exchange pursuant to it shall be resolved amicably. In any dispute with respect to a particular Exchange Student, this agreement shall be construed in accordance with the laws of the Host Country.

University of Granada

Pilar Aranda Ramírez

Dean

Date :

INSEEC Grande Ecole

Paris – Bordeaux - Lyon

Thomas ALLANIC

Dean

Date : 03/06/23



# ANNEX I

## Double Degree Curriculum

**Table 1 – Structure of the double diploma**

### UGR Students

	University of Granada Master in Economics	ECTS
<b>1<sup>st</sup> year</b>	Courses taken at UGR transferrable to IGE	52
<b>2<sup>nd</sup> year</b>	Transferred courses from IGE	61
<b>2<sup>nd</sup> year</b>	Master Thesis at IGE transferable to UGR	8
		<b>Total ECTS</b>
		<b>121</b>

### IGE Students

	INSEEC Grande Ecole Grade Master Grande Ecole	ECTS
<b>1<sup>st</sup> year</b>	Courses taken at IGE transferrable to UGR	61
<b>2<sup>nd</sup> year</b>	Transferred courses from UGR	60
		<b>Total ECTS</b>
		<b>121</b>

### IGE students to UGR

Complete study plan of Master in Economics available at

[https://masteres.ugr.es/ugrme/pages/info\\_academica/plan\\_estudiosn](https://masteres.ugr.es/ugrme/pages/info_academica/plan_estudiosn)

Students must complete 60 ECTS credits: 52 ECTS credits to be chosen among all optional courses (including the internships), and 8 ECTS credits of the Master Thesis (and its final oral exam). The module Master thesis is compulsory. In order to receive the UGR degree students must submit and defend (final oral exam) their graduate thesis written according to UGR regulations (e.g. the Master thesis has to be written individually).

### Fall semester (September – Dec) – Master 2

Subject	Credits	Term
Microeconomics	4	1
Economic Analysis Techniques	4	1
Econometrics	4	1
Macroeconomics	4	1
Research Methodology	4	1
Strategy Management	4	1



## Spring Semester (January – July) – master 2

Subject	Credits	Term
Research Methods in Microeconomics	4	2
Game Theory	4	2
Behavioral Economics	4	2
Research Methods in Macroeconomics	4	2
Dynamic Macroeconomics	4	2
Research Methods in Management	4	2
Flexibility and Strategic Change	4	2
Technological Innovation Management	4	2
Quality Management	4	2
Evaluation of Public Programs and Policies	4	3
Political Competition and Decision Making	4	3
Experimental Economics	4	3
Industrial Economics and Banking	4	3
International Economics	4	3
Growth and Development Economics	4	3
Operational Management	4	3
Information Systems Management	4	3
Leaderships and Emotional Intelligence	4	3
Internships	8	3
Master Thesis	8	

Internship and Master Thesis will be supervised by the host institution who will communicate the exam results, Master thesis grade and Internship assessment (if applicable) to IGE, as well as the validated credits obtained by the student during the academic year in order to be transferred and recognized by Inseec GE.

In addition, the student will still have to take the TOEIC test (expected 750 score), and the Final Oral Exam (including the Final Oral Exam preparation module) according to Inseec GE requirements to be eligible to Inseec GE graduation.

Term1 Sept/Dec: 24 ECTS

Term 2: Jan/March: 20 ECTS

Term 3: internship 8 ECTS + Master thesis 8 ECTS

Length of the internships: 200 hours. Starting date depends on the needs of the company, starting from February 1, 2023 and with the possibility of ending until June 2023

All courses and the internships are optional. The 52 ECTS credits should be chosen between these courses and the internships.

There is no a minimum number of ECTS per quarter. The only requirement is the 52 ECTS + 8 of the Master Thesis





## UGR to IGE “Master 2 Program”

### Fall semester (Sept-December)

Courses may be subject to change and subject to availability according to the number of participants. In case any change occurs, IGE commits itself to inform the partner by sending the updated list of available courses and majors at the latest in June prior to the fall semester start.

#### CORE COURSES – 13 ECTS

STRATEGY EVENTS – 3 ECTS	
Open Innovation Challenge	2 ECTS
Crisis Night	1 ECTS
Business Corporate Strategy	3 ECTS
ETHICS AND HRM – 6 ECTS	
Organizational Behaviour & Advanced Management	3 ECTS
Business Ethics and Corporate Social Responsibility	3 ECTS
RESEARCH METHODOLOGY – 2 ECTS	
FINAL ORAL EXAM PREPARATION – 2 ECTS	

Incoming students have to attend all core courses except the optional ones listed below:

OPTIONAL COURSES – 4 ECTS	
French Culture	2 ECTS
French Language	2 ECTS

#### MAJORS – 20 ECTS (to be chosen in addition to Core Courses)

INTERNATIONAL BUSINESS MANAGEMENT – 20 ECTS		
Geopolitics for International Business	2 ECTS	OFFERED AT PARIS BORDEAUX LYON CAMPUSES FULL ENGLISH
Global Finance	3 ECTS	
Global Legal Environment	2 ECTS	
Global Macroeconomics	2 ECTS	
International Business Project Management	2 ECTS	
International Management Strategy	3 ECTS	
International Marketing Strategy	3 ECTS	
International Purchasing and Sourcing	3 ECTS	



FINANCE FOR THE 21ST CENTURY PRACTITIONERS – 20 ECTS		
Investment Capital: M&A and Private Equity	2 ECTS	PARIS CAMPUS FULL ENGLISH
Asset, Wealth and Portfolio Management	2 ECTS	
International Capital Market	2 ECTS	
Recent Development in Corporate Finance	2 ECTS	
Corporate Risk Management	2 ECTS	
Corporate Legal Aspects	2 ECTS	
Start-Up: Value Creation and Financing	2 ECTS	
Financial Analysts & Investor Relations	2 ECTS	
Advanced Bloomberg	2 ECTS	
VBA	2 ECTS	

LUXURY BRAND MANAGEMENT – 20 ECTS		
Art and Luxury Brands Universes	3 ECTS	PARIS CAMPUS FULL ENGLISH
Luxury Brand Equity Management	3 ECTS	
Corporate and Social Responsibility in Luxury	3 ECTS	
Communication and New Media in Luxury Sector	3 ECTS	
Origins and History of Luxury	3 ECTS	
Luxury Consumption Behavior and Customer Experience	3 ECTS	
Luxury Brand Distribution and Retailing	2 ECTS	

MARKETING AND MANAGEMENT IN THE NEW ERA – 20 ECTS		
Retail & E-Retailing	3 ECTS	PARIS CAMPUS FULL ENGLISH
Relationship Marketing & CRM	3 ECTS	
Marketing Innovation and New Tools of Business Development	3 ECTS	
Sensory Marketing, customer experience and neuro marketing	3 ECTS	
Green and Responsible Marketing	2 ECTS	
Communication and New Media	3 ECTS	
Artificial Intelligence, Big Data & Marketing	3 ECTS	



TOURISM, LEISURES & GASTRONOMY – 20 ECTS		
Innovation Marketing and New Marketing Tourism Trends	2 ECTS	LYON CAMPUS FULL ENGLISH
Services Marketing and Strategy of Excellence in Tourism	2 ECTS	
Gastronomy Business Development and Culinary Marketing	2 ECTS	
Digital Tourism	2 ECTS	
CSR in Tourism and Leisure	2 ECTS	
Event Management	2 ECTS	
Business Development in Tourism, Leisure and Gastronomy	2 ECTS	
Economy of Tourism and Outdoor Sports	2 ECTS	
Performance of New Business Models in Tourism and Leisure	2 ECTS	
Demand and Revenue Management	2 ECTS	

SUSTAINABLE BUSINESS TRANSFORMATION – 20 ECTS		
Organizing within planetary boundaries	2 ECTS	PARIS CAMPUS FULL ENGLISH
Environmental footprint and life cycle assessment: the luxury case	2 ECTS	
Organizational change & organizational behavior	2 ECTS	
Sustainable entrepreneurship	2 ECTS	
Reading and research seminar	2 ECTS	
Sustainable reporting	2 ECTS	
Sustainable finance	2 ECTS	
Digital Path to sustainability: Issues and Challenges	2 ECTS	
Sustainable Business Strategy	2 ECTS	
Field project company	2 ECTS	

## Spring semester (January-July)

Internship (6months) supervised by IGE (10 ECTS)

Master Thesis and thesis defence supervised by IGE / Evaluated by IGE (15 ECTS)

Grand Oral examination (5 ECTS) - in force since September 2023 for incoming students.

Students will write their master thesis alone according to the requirements of the home Institution (UGR).

All grades will be transferred to UGR after successful completion of each component (Courses, internship, Master thesis, thesis defense, Grand Oral, TOEIC score).

\* All students will have to take the TOEIC at IGE, the minimum score to graduate is 750.

\*\* Graduation ceremonies take place during the spring semester the year after academic graduation. The graduation jury takes place in July and December and must approve the student's workload before recommending the student's graduation.



## ANNEX II

### Courses Description

#### CORE COURSES

- **STRATEGY EVENTS – 6 ECTS**

- Open Innovation Challenge – 2 ECTS

Built on fundamental concepts and practice, this module consists of an intensive teaching week. Dedicated to framing and solving of a problem related to innovation in a real study case. Students will work in group and apply theoretical and empirical knowledge. The Open Innovation Challenge module also mobilizes students' creative capabilities. After a thorough analysis of the market, students will design an innovation project for an industry or a firm. They will end up the week defending their innovation project in front of a jury or a company.

- Crisis Night – 1 ECTS

This seminar aims at teaching crises management. Students will develop knowledge about different dimensions of crisis management through theory and practice: organization, human aspects, communication, decision-making process, etc.

The course focuses on four objectives:

1. Learn about different aspects of crisis and crisis management basic principles
2. Put theoretical knowledge into practice in concrete crisis situation
3. Develop relevant strategies through analyzing, anticipating and acting in a crisis situation.
4. Develop self-control and collective intelligence

The crisis night is arranged in 3 to 4 time-periods. Overall, this module is dedicated to the development of the following soft skills:

Ability to synthesize and to analyze business and environmental issues;

Competences in business intelligence;

Teamwork and Leadership;

Creativity;

Management of stress;

Project Management;

Knowledge of different aspects of crisis management: Developing emotional intelligence and knowing how to manage stress and corporate reputation; favoring a collective intelligence.

- Business Corporate Strategy – 3 ECTS

- **ETHICS AND HRM – 6 ECTS**

- Organizational Behaviour & Advanced Management – 3 ECTS

In this class, students will be confronted to real-life managerial scenarios. The objectives will be to improve the student's abilities to decode managerial situations, in order to implement the most appropriate reaction. This class is backed-up with academic material, from managerial theories to organizational behavior research. In this class, students will be confronted to real-life managerial scenarios. The objectives will be to improve the student's abilities to decode managerial situations, in order to implement the most appropriate reaction. This class is backed-up with academic material, from managerial theories to organizational behavior research. Each session alternates between theory and simulations where students pose as managers and/or coworkers. The instructor conducts the simulations and guide the following debate,





correcting postures and reactions, and connects with organizational behavior evidence and theories.

Each session alternates between theory and simulations where students pose as managers and/or coworkers. The instructor conducts the simulations and guide the following debate, correcting postures and reactions, and connects with organizational behavior evidence and theories.

➤ **Business Ethics and Corporate Social Responsibility – 3 ECTS**

Managing is about making decisions. But what is an ethical decision? What is a responsible company? What forms of corporate governance are most conducive to socially responsible corporate behavior? And how can ethical management be combined with overall corporate performance?

In this course we seek to understand the role of ethics for companies and business activities in general. We will reflect on the role of companies in society and determine what social responsibilities may arise from this role, beyond the obligation to comply with the law. We will also reflect on the idea of applying ethics to business and management. Finally, we will look at the ethical issues of the different functions of business (human resources, production, marketing and communication) as well as the latest ethical issues of globalization.

• **RESEARCH METHODOLOGY – 2 ECTS**

This seminar aims to prepare students to carry out their master's thesis.

By developing their ability to mobilize and summarize theoretical frameworks on a given topic, to collect relevant data and to analyze them. The seminar underlines the required scientific standards relating to research in management sciences.

These trainings allow each group of students to undertake their "master's thesis" projects with appropriate methodological tools.

• **FINAL ORAL EXAM PREPARATION – 2 ECTS**

The final oral exam is a complementary exercise to the research master thesis defence.

Both are a final step of the students academic journey as well as their employability demonstration. The final Oral exam may be linked to the master thesis topic.

It consists in a simulation in front of a big company's direction board. A students duet has to make a presentation of a topic interesting for companies activities and bring an overall response through a pluridisciplinary approach (management sciences, economy, political sciences, philosophy, History, sociology, geography, legal sciences, biology...).

The final oral exam allows the students duet to demonstrate their achievements, their thinking ability, synthesis and argument within a convincing perspective.

- Final Oral exam (30 min)
- 5 ECTS (this is not a face to face class)
- Students will be provided a « Final Oral Exam Guide » at the beginning of the academic year to help them with the expected content and to build their presentation and their arguments
- Their final Oral exam will be validated during the 5th semester approximately at the same time as the Master Thesis topic.
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• **OPTIONAL COURSES – 4 ECTS**

➤ **French Culture**

This module is dedicated to foreign students (Erasmus programme). For French Culture, the general aims are :

- Study of France History, habits, ethic and way of thinking since 18th Century until today
- Being able to distinguish the specificity of France Culture among other cultures in the world
- Writing works on different subject with ability to make a written and structured argumentation.



➤ French Language

For French as a foreign language: becoming proficient in your second language and perfecting the 4 language skills : written and oral comprehension, written and oral expression.

Business English will give you the key factors of success to work, negotiate, and behave as a professional within a large spectrum of sectors and activities (marketing, finance, human resources...).

## MAJORS – COURSES DESCRIPTIONS

Courses may be subject to change and subject to availability according to the number of participants. In case any change occurs, IGE commits itself to inform the partner by sending the updated list of available courses and majors on each campus at the latest in June prior to the fall semester start.

INTERNATIONAL BUSINESS MANAGEMENT – 20 ECTS	
Global Finance	3 ECTS
<ul style="list-style-type: none"> <li>- Identification of Corporate Finance Issues and decisions based on the review of major corporate financial statements.</li> <li>- Company valuation based on market valuation multiples</li> <li>- Opportunity of equity capital raisings and impact on cost of capital</li> <li>- Pros and Cons of initial public offering and general stock market considerations</li> </ul>	
Global Legal Environment	2 ECTS
<ul style="list-style-type: none"> <li>- Structure of the international legal framework, focusing on the international legal order and the use of international treaties for developing international law</li> <li>- The material regulation of some international contracts</li> <li>- Conflicts of laws as they apply to international contracts and companies operating across borders</li> <li>- Mandatory regulations, the legal principles underlying the World Trade Organization and legal principles of International disputes resolution</li> <li>- Other international issues</li> </ul>	
Global Macroeconomics	2 ECTS
<ul style="list-style-type: none"> <li>- This course will provide an overview of macroeconomics issues: determination of output, employment, unemployment, interest rates and inflation.</li> <li>- Monetary and fiscal policies, public debt and international economic issues, introduction to basic models of macroeconomics with France and European countries experiences</li> <li>- Students will acquire critical thinking skills to link together economic and financial challenges facing different economies worldwide and how they impact each other</li> </ul>	
International Business Project Management	2 ECTS
<ul style="list-style-type: none"> <li>- This course aims to apply acquired knowledge from seven fields: Finance, Purchasing and Sourcing, Management, Macroeconomics, Geopolitics, International Marketing Strategy, , Law across countries</li> <li>- Students will develop a highly leadership skills such as integrity, empathy, accountability in project management. Along with leadership skills, students will learn how to manage a project with associated constraints as time, scope, benefits, risk.</li> </ul>	
International Management Strategy	3 ECTS
<ul style="list-style-type: none"> <li>- This course is designed to meet the scope and sequence requirements to traditional approach to management using the leading, planning, organizing and controlling approach</li> <li>- Understanding the major key areas covered by international management strategy and the key concepts of this broad business discipline, and how Management accompanies organizations in their current transformations with new technologies and new generations mix.</li> </ul>	
International Marketing Strategy	3 ECTS



<ul style="list-style-type: none"> <li>- This course focuses on international strategic marketing issues and going through the essentials of both marketing and strategy in an International framework</li> </ul>	
International Purchasing and Sourcing	3 ECTS
<ul style="list-style-type: none"> <li>- Learn about the procurement function and teach to the students to think differently to learn from the Covid19 pandemic: the New Procurement and Supply Chain Management, understanding a new geographical approach to supplier risk</li> <li>- Better understand purchasing in an international environment, demonstrate critical thinking and show the ability to perform in an international environment.</li> </ul>	

FINANCE FOR THE 21ST CENTURY PRACTITIONERS – 20 ECTS	
Investment Capital: M&A and Private Equity	2 ECTS
<ul style="list-style-type: none"> <li>- How standard company valuation techniques are applied in a negotiation process.</li> <li>- How private equity operate and the type of companies they are after.</li> <li>- Better understand the risks and opportunities with acquisitions</li> <li>- Apply different corporate valuation techniques and become a greater awareness of highly leveraged transactions and debt capacity</li> </ul>	
Asset, Wealth and Portfolio Management	2 ECTS
<ul style="list-style-type: none"> <li>- Students will deepen their understanding of the foundations of portfolio theory, the different characteristics of various types of financial instruments, and the understanding of investment risk, return and diversification effects.</li> </ul>	
International Capital Market	2 ECTS
<ul style="list-style-type: none"> <li>- After this module, students should have a better understanding of the wide scope of capital markets concepts and products available, in particular as it relates to the Foreign Exchange Market.</li> </ul>	
Recent Development in Corporate Finance	2 ECTS
<ul style="list-style-type: none"> <li>- Students will be given some of the markets and product information for them to be able to identify important corporate finance issues and decisions.</li> <li>- Emphasis will be placed on more recent corporate finance evolutions in terms of new financing alternatives and lines getting a little bit blurred between public and private equity markets as a consequence of new financing possibilities</li> </ul>	
Corporate Risk Management	2 ECTS
<ul style="list-style-type: none"> <li>- The aim of the course is to allow students to develop a stronger understanding of the key characteristics of company-wide risk management, and of some key risk-management procedures usable in the context of market, operations and credit risks.</li> </ul>	
Corporate Legal Aspects	2 ECTS
<ul style="list-style-type: none"> <li>- Course focuses at encouraging students to look and analyze critically some legal aspects in order to understand the difficulties and how some companies have, in the recent past, failed or succeeded in dealing with them.</li> <li>- Provide a discussion of key theoretical and policy issues in corporate finance law through the review of some real-life cases.</li> </ul>	
Start-Up: Value Creation and Financing	2 ECTS
<ul style="list-style-type: none"> <li>- This course should help students get a clearer idea on how to secure start-up funding as it will review the many financing options available to obtain new venture funds.</li> <li>- Develop and winning pitching strategies by being fully prepared for the standard critical questions: when to raise outside capital ? From what investor type ? How to negotiate a term sheet ?</li> </ul>	
Financial Analysts & Investor Relations	2 ECTS
<ul style="list-style-type: none"> <li>- This course provides some insights in terms of analyzing the performance of companies and of the most important financial assets, shares.</li> <li>- Hearing about Investor Relations as an increasingly strategic management responsibility that encompasses strategy, finance, communication, marketing and compliance with corporate governance.</li> </ul>	
Advanced Bloomberg	2 ECTS



<ul style="list-style-type: none"> <li>- This course aims at providing students with a good knowledge of the key Bloomberg functions as they relate to macroeconomics, to company presentations, company analysis and research. Presentation of graphing.</li> <li>- Asset management, risk management, other capital markets career paths</li> </ul>	
VBA	2 ECTS
<ul style="list-style-type: none"> <li>- Learning advanced excel and basis VBA, how to automate repetitive and time-consuming tasks</li> </ul>	

LUXURY BRAND MANAGEMENT – 20 ECTS	
Art and Luxury Brands Universes	3 ECTS
<ul style="list-style-type: none"> <li>- The course prepares students to understand the important role that Art can play with luxury brands. At the end of the course the student will have a better grasp of how to build deeper and more meaningful relationships without the need of advertising. He will be able to make the difference between marketing and brand content, analyze the quality of suggested brand content, work with a creative team.</li> </ul>	
Luxury Brand Equity Management	3 ECTS
<p>Three main objectives:</p> <ul style="list-style-type: none"> <li>- Insight into current current issues and trends that shape strategic brands decisions in the luxury domain</li> <li>- Apply key branding tools to compare brands based on key criteria and assess brand equity relative to competitor</li> <li>- Provide students with ability to conceptualize a competitive brand plan to enhance overall brand equity</li> </ul>	
Corporate and Social Responsibility in Luxury	3 ECTS
<ul style="list-style-type: none"> <li>- Introduction to CSR principles, current legislation framework and best practice examples</li> <li>- Understand the global forces that drive the sustainability shift</li> <li>- Get acquainted with CSR principles, major regulations and legislation framework</li> <li>- Be able to apply CSR principles to launching a sustainable brand project</li> </ul>	
Communication and New Media in Luxury Sector	3 ECTS
<ul style="list-style-type: none"> <li>- Introduces the students to Communication and New Media development strategies of International luxury brands, from market maturity to Internet adoption</li> </ul>	
Origins and History of Luxury	3 ECTS
<ul style="list-style-type: none"> <li>- Deep look into the history of luxury and its origins and it soon becomes apparent that the appeal of luxury is deeply rooted in human nature that you have to look for its origins a long way back in our History – indulge a little bit of anthropology</li> </ul>	
Luxury Consumption Behavior and Customer Experience	3 ECTS
<ul style="list-style-type: none"> <li>- Consumer psychological processes and the experience a customer lives within a luxury domain.</li> <li>- Sensorial and environmental aspects, societal and cultural factors impacting the abovementioned processes.</li> </ul>	
Luxury Brand Distribution and Retailing	2 ECTS
<ul style="list-style-type: none"> <li>- International retail approach for the luxury market</li> <li>- Personalized experiences and curation in luxury retail</li> </ul>	

MARKETING AND MANAGEMENT IN THE NEW ERA – 20 ECTS	
Retail & E-Retailing	3 ECTS
<ul style="list-style-type: none"> <li>- This course offers a comprehensive view of retailing and e-retailing by covering different topics including market research, consumer behavior, marketing operations and allows students to learn by applying these concepts through projects</li> <li>- Understand the evolution of retailing and its different forms</li> <li>- Learn about marketing and operations management in retail and e-retail</li> <li>- Get familiar with how companies build an e-commerce presence</li> </ul>	





Relationship Marketing & CRM	3 ECTS
<ul style="list-style-type: none"> <li>- Understand the specifics of customer relationship management (CRM) within a marketing strategy</li> <li>- Design, implement and manage a CRM strategy</li> </ul>	
Marketing Innovation and New Tools of Business Development	3 ECTS
<ul style="list-style-type: none"> <li>- Understand how Innovation impacts any company and to master how to lead, organize and pilot a project in an efficient way with tools and methods</li> <li>- Mastering the Innovation Process</li> <li>- Understanding the Innovation's determinant</li> <li>- Design thinking training</li> <li>- Business development tools and their fields of use</li> </ul>	
Sensory Marketing, customer experience and neuro marketing	3 ECTS
<ul style="list-style-type: none"> <li>- Course designed to introduce students to experiential marketing, sensory marketing and neuro marketing and to highlight their importance for business and consumers</li> <li>- Introduction to the relevant concepts, theories, techniques, and research/marketing tools from the fields of experiential marketing and sensory marketing.</li> <li>- Learning the effects of sensory marketing on consumer behavior and experience</li> </ul>	
Green and Responsible Marketing	2 ECTS
<ul style="list-style-type: none"> <li>- Analysis of where the line has traditionally been drawn between "responsible" and "irresponsible" in marketing, to then consider the redrawing of this line in the context of today's pressing environmental challenges</li> <li>- Investigate and articulate the key elements of a green and responsible marketing</li> </ul>	
Communication and New Media	3 ECTS
<ul style="list-style-type: none"> <li>- Introduces the students to Communication and New Media development strategies of international brands, from mass media to digital media</li> <li>- From market maturity to Internet adoption</li> <li>- New purchasing behaviors that disrupt the industries and the new rising hyper-connected consumer profiles</li> </ul>	
Artificial Intelligence, Big Data & Marketing	3 ECTS
<ul style="list-style-type: none"> <li>- This course will allow students to understand the concepts of artificial intelligence and big data.</li> <li>- The objective is to allow students to develop functional tools at the service of management and marketing decision-making</li> </ul>	

TOURISM, LEISURES & GASTRONOMY – 20 ECTS	
Innovation Marketing and New Marketing Tourism Trends	2 ECTS
<ul style="list-style-type: none"> <li>- Understand the stakes of innovation in tourism</li> <li>- Being able to implement an innovation process</li> <li>- Identifying the stages of the innovation process and develop customer-centric methods of innovation</li> <li>- Analyze different launch strategies and consider competing strategies of innovation and exploit new trends in innovation</li> </ul>	
Services Marketing and Strategy of Excellence in Tourism	2 ECTS
<ul style="list-style-type: none"> <li>- The course begins with the notion of hospitality and demonstrates the importance of its contribution to the tourism offer, then identifies the marketing levers for the excellence of the service offered to the visitor.</li> <li>- To master the fundamental concept of service marketing, to understand a tourist offer in a relevant way and in a perspective of excellence.</li> </ul>	
Gastronomy Business Development and Culinary Marketing	2 ECTS



<ul style="list-style-type: none"> <li>- The course provides an introduction to the world of gastronomy, luxury hotels and culinary arts, to better understand their role and weights in the tourist offer.</li> <li>- Acquire knowledge of the History of gastronomy and luxury hotels, understand the marketing challenges of these actors</li> <li>- Identify the added value created by the gastronomic and culinary offer and understand gastronomy and luxe customers requirements</li> </ul>	
Digital Tourism	2 ECTS
<ul style="list-style-type: none"> <li>- The aim of this course is to acquire a solid culture of the e-tourism sector in order to be able to launch a tourism offer adapted to the behavior of the consumer (tourist).</li> <li>- Understand how tourism and leisure system work by studying the actors involved and being able to analyse tourism and leisure practices and understand its evolution.</li> </ul>	
CSR in Tourism and Leisure	2 ECTS
<ul style="list-style-type: none"> <li>- This course aims to develop the knowledge of successful and inspiring approaches and develop the motivation for creating truly sustainable businesses in this sector</li> <li>- Students will be prepared to contribute constructively to the development of a green and responsible offer, which is well-informed by knowledge of the errors and excesses of traditional business in this sector</li> </ul>	
Event Management	2 ECTS
<ul style="list-style-type: none"> <li>- Understanding of the cultural, sport and tourism management and be aware of the strategic importance of the economic and tourist benefits of an event in a territory</li> <li>- Be able to plan a coherent event management strategy and design an event organization and set up commercial and marketing development tools in this specific environment</li> </ul>	
Business Development in Tourism, Leisure and Gastronomy	2 ECTS
<ul style="list-style-type: none"> <li>- Commercial skills, whether defining a commercial policy or knowing how to negotiate, are essential in the tourism industry, and too often neglected. This course aims to train students in business development</li> <li>- Students will acquire the technical and behavioral fundamentals of negotiation.</li> </ul>	
Economy of Tourism and Outdoor Sports	2 ECTS
<ul style="list-style-type: none"> <li>- This course shows the correlation between the organization of sporting events and the notion of tourism. It dissects the reasons why municipalities try to organize sporting events to develop mass tourism.</li> <li>- At the end of this course, students will have an overview regarding the stakes of sport tourism. They will be also introduced to the process of creating and managing a sports-themed commercial event.</li> </ul>	
Performance of New Business Models in Tourism and Leisure	2 ECTS
<ul style="list-style-type: none"> <li>- The Tourism, leisure and catering sectors are in transition, and new models are beginning to emerge. The course aims to identify these new models, analyze them and imagine others based on the Canvas Method.</li> <li>- Students will acquire a critical approach to evaluate the traditional business models and identify the levers of change and innovation in an acceptable perspective from an environmental and social point of view.</li> </ul>	
Demand and Revenue Management	2 ECTS
<ul style="list-style-type: none"> <li>- The course defines basements of revenue Management in Tourism and Hospitality. Current approaches as well as case studies are discussed and elaborated during the course. Furthermore, price forecasting and aspects of consumer behavior in terms of pricing and resource allocation will be described and practiced.</li> </ul>	



- After the course, students will have the ability to design simple Revenue Management systems and prepare price forecasts for different services based on different data sources as well as strategic restrictions.

<b>SUSTAINABLE BUSINESS TRANSFORMATION – 20 ECTS</b>	
Organizing within planetary boundaries	2 ECTS
Environmental footprint and life cycle assessment: the luxury case	2 ECTS
Organizational change & organizational behavior	2 ECTS
Sustainable entrepreneurship	2 ECTS
Reading and research seminar	2 ECTS
Sustainable reporting	2 ECTS
Sustainable finance	2 ECTS
Digital Path to sustainability: Issues and Challenges	2 ECTS
Sustainable Business Strategy	2 ECTS
Field project company	2 ECTS

The syllabi for the Sustainable Business Transformation major will be sent as soon as they are available (end of April 2023).

