Année universitaire 2026/2027

3ème année de licence - Gestion - Parcours International Management - FI

Responsable pédagogique : Celine LASNIER

Crédits ECTS : 60

LES OBJECTIFS DE LA FORMATION

Les objectifs de la formation :

- Acquérir des connaissances solides dans les principaux domaines de la gestion (comptabilité, contrôle de gestion, finance, ressources humaines, marketing, stratégie…) tout en développant une capacité à mobiliser ces savoirs dans des contextes internationaux et multiculturels.
- Développer les compétences interculturelles et linguistiques en immergeant les étudiants dans un environnement multiculturel, propice à l'échange de perspectives et à la préparation aux enjeux professionnels dans des contextes mondialisés.
- Approfondir les compétences transversales (outils quantitatifs, langues …),
- Renforcer les aptitudes personnelles et relationnelles des étudiantes et étudiants (gestion de projet, travail collaboratif …),

La 3e année de licence International Management offre aux étudiantes et étudiants l'opportunité d'approfondir les principaux champs disciplinaires de la gestion, tout en inscrivant leur parcours dans une perspective internationale. Les enseignements, dispensés en anglais et dans un cadre multiculturel, initient aux métiers, outils et pratiques de la gestion et développent la capacité à comprendre et intégrer les différences culturelles dans les processus de décision, préparant ainsi des gestionnaires aptes à évoluer dans des environnements mondialisés. En accueillant un public diversifié, ce parcours répond à une double exigence : offrir aux étudiantes et étudiants dauphinois une formation à forte dimension internationale et intégrer les étudiants étrangers dans la vie académique de Dauphine, en proposant des contenus adaptés et une pédagogie ouverte sur les enjeux globaux.

MODALITÉS D'ENSEIGNEMENT

La 3e année de licence International Management vise à renforcer l'ouverture internationale et l'intégration interculturelle des étudiants. Elle crée un environnement académique mixte réunissant étudiants dauphinois et internationaux, favorisant ainsi les échanges et la diversité des perspectives.
Les enseignements sont dispensés intégralement en anglais et principalement en cours/TD, à l'exception des cours fondamentaux de gestion qui peuvent être dispensés sous la forme de cours magistraux en amphi et de travaux dirigés en petits groupes. La constitution de groupes réunissant étudiants dauphinois et étudiants internationaux permet le développement de compétences linguistiques et interculturelles essentielles pour évoluer dans des contextes professionnels mondialisés.

L'année universitaire est divisée en 2 semestres, chaque semestre comptant 12 semaines.
En fonction des profils, les modalités pédagogiques et le nombre d'heures de cours pourront varier.

Etudiants de Dauphine :

- Les étudiantes et étudiants qui choisissent de partir un semestre en mobilité sont intégrés systématiquement dans la L3 International Management et suivent les cours du parcours choisi dans l'un des 3 proposés lors de leur semestre à Dauphine. Chaque parcours propose 3 enseignements fondamentaux de gestion, qui seront complétés par des options à choisir dans les différents pools (2 à 4 options selon le nombre de crédits ECTS, avec un maximum de 6 ECTS/pool d'option). Les étudiants doivent établir un **contrat pédagogique annuel** garantissant la cohérence entre les enseignements suivis à Paris et ceux suivis à l'étranger durant leur semestre de mobilité.
- Les étudiantes et étudiants **qui ne partent pas en mobilité peuvent également opter** pour la L3 International Management. Ils suivent dans ce cas le parcours 4 qui permet de suivre sur l'année entière l'ensemble des fondamentaux de gestion (3 par semestre) complétés par 4 options de leur choix dans les différents pools pour

atteindre 30 ECTS par semestre (dans la limite de 6 ECTS par pool d'option).

Etudiants internationaux :

Les étudiantes et étudiants internationaux peuvent s'inscrire aux cours de leur choix, selon leurs besoins et selon le contrat pédagogique prévu et signé par leur université d'origine, dans la limite de 30 ECTS par semestre.

Le niveau des étudiants et des étudiantes et les acquis sont évalués de deux façons :
- 100% Contrôle Continu pour une très grande majorité des UE ;
- Un Contrôle Continu en cours de semestre et un examen terminal pour quelques UE.

- Début des cours : début septembre
- Fin des cours : mi mai
- Examens d'appel : mi juin

Langue d'enseignement : Français

ADMISSIONS

La 3e année de licence International Management est ouverte :

- De plein droit aux étudiantes et étudiants de l'université Paris Dauphine-PSL ayant validé leur 2e année de licence Sciences des organisations et ayant un niveau d'anglais minimum B2 (à justifier via un test TOEFL ou IELTS).
- Aux étudiantes et étudiants internationaux envoyés à l'université Paris Dauphine-PSL dans le cadre d'un accord de mobilité conclu entre l'université Paris Dauphine-PSL et leur université d'origine. Pour connaitre la liste des établissement concernés et toutes les modalités, consultez notre page Venir étudier à l'université paris Dauphine-PSL.

PROGRAMME DE LA FORMATION

- SEMESTRE 1
  - PARCOURS 1 - Liste obligatoire
    - Accounting and Financing Reporting
    - Corporate Finance
    - Human Resource Management (HRM)
  - PARCOURS 2 - Liste obligatoire
    - Corporate Finance
    - Fundamentals of Strategy
    - Principles of Marketing
  - PARCOURS 3 - Liste obligatoire
    - Accounting and Financing Reporting
    - Corporate Finance
    - Management Control
  - PARCOURS 4 - Liste obligatoire
    - Fundamentals of Strategy
    - Management Control
    - Principles of Marketing
  - POOL 1 Finance & Quantitative Methods
    - Asset Management
    - Business Data Analysis
    - Financial Markets
    - Financial Maths
    - Management Sciences and Operation Research
    - Statistics For Management
  - POOL 2 Marketing, communication & Branding
    - Digital Marketing
    - Luxury Marketing
    - Luxury, Fashion, French excellence
    - The Power of Pricing
  - POOL 3 Law, Institutions, Society & Contemporary Issues
    - Introduction to Military Planning

        - Sociology : Norms, Power, Organization
        - Sociology of Paris
        - The Legal Dimension (s) of Corporate Social Responsibility
    - POOL 4 Management, Strategy & Global Challenges
        - Advanced Leadership & Management
        - Companies as Political Actors: Between Market, State and Civil Society
        - Corporate Strategy
        - Country Risk Management
        - International Compliance Management
        - International Management
        - Management and Organizational Behavior
        - Risk Management
        - Sustainibility Challenges
    - POOL 5 Entrepreneurship, Innovation, Tech & Digital Transformation
        - Data and Business Insights
        - Driving Digital Transformation in Operations
        - Entrepreneurship
        - From Idea to Impact: Sustainable Venture Creation
        - Management Information System
        - Startup Team Management How To Build and Motivate Your First Team
    - POOL 6 Markets and firm's environment
        - Adaptive Regions: Policies to Global Challenges
        - Economics of Globalization
        - Energy and Climate Change Economics
        - History of Economic Thought
        - Introduction to Game Theory
        - Public Policies for Sustainable Development in Latin America and the Caribbean
        - Regional and Urban Economics
- SEMESTRE 2
    - PARCOURS 1 - Liste obligatoire
        - Accounting and Financial Reporting
        - Corporate Finance
        - Human Resource Management (HRM)
    - PARCOURS 2 - Liste obligatoire
        - Corporate Finance
        - Fundamentals of Strategy
        - Principles of Marketing
    - PARCOURS 3 - Liste obligatoire
        - Accounting and Financial Reporting
        - Corporate Finance
        - Management Control
    - PARCOURS 4 - Liste obligatoire
        - Accounting and Financial Reporting
        - Corporate Finance
        - Human Resource Management (HRM)
    - POOL 1 Finance & Quantitative Methods S2
        - Asset Management
        - Business Data Analysis
        - Financial Markets
        - Financial Maths
        - Statistics for Management
        - Sustainable Finance
    - POOL 2 Marketing, Communication & Branding S2
        - Corporate Heritage Marketing
        - Digital Marketing
        - Luxury Marketing
        - Luxury, Fashion, French Excellence
        - Personal & Business Branding
        - The Art of Negociation
    - POOL 3 Law, Institutions, Society & Contemporary Issues S2

        - Corporate Social Responsability
        - European Economic Law
        - Global Climate Politics
        - Introduction to Military Planning
        - Sociology: Norms, Power, Organization
    - POOL 4 Management, Strategy & Global Challenges S2
        - Corporate Strategy
        - Country Risk Management
        - Cross-Cultural Management
        - Risk Management
        - Sustainibility Challenges
    - POOL 5 Entrepreneurship, Innovation, Tech & Digital Transformation S2
        - Artistique Entrepreneurship
        - Data and Business Insights
        - From Idea to Impact: Sustainable Venture Creation
        - Management Information System
    - POOL 6 Markets and Firm's Environment S2
        - Adaptive Regions: Policies to Global Challenges
        - Economic Aspects of Globalization
        - Economics of Globalization
        - International Financial Institutions: Functioning, Evolution and Challenge
        - Labor Economics
        - Markets and Strategies in Industrial Organizations
        - Public Policies for Sustainable Development in Latin America and the Caribbean

DESCRIPTION DE CHAQUE ENSEIGNEMENT

SEMESTRE 1

PARCOURS 1 - Liste obligatoire

Accounting and Financing Reporting

ECTS : 6

Enseignant responsable : Bruno OXIBAR (https://dauphine.psl.eu/recherche/cvtheque/oxibar-bruno)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The aim of the course is to allow students to read and understand financial statements of corporations and groups. This course should be of interest to all students considering applying to a master degree in accounting, as well as managers and investors who wish to understand and properly read financial statements.
It will help students gain a deeper grasp of accounting after the course Accounting 1, focused on fundamentals.
During 12 weeks and 3h per week, it will develop :
- Relativity of financial figures : accounting principles, options and accounting policies, bookkeping, under different accounting standards (PCG / IFRS);
- Financing operations;
- Statement of cash flow;
- Introduction to consolidation. This course is on Moodle.

1-2
Chapter 1 - Accounting reminders
Accounting methods and principles. Current operations, from bookkeeping to financial statements
3-4
Chapter 2: adjusting entries at the end of the financial period
Periodic inventory system, depreciation, amortization, impairment and provision, accruals and prepayments
5
Chapter 3: financial statements presentation
Balance sheet, income statements and notes. French format
6-7
Chapter 4: accounting standards normalization and international standards
Accounting standards setting, history and institutions. Focus on some IAS / IFRS standards: fair-value, impairment, leasing contracts, financial instruments
8
Mid-term exam
9-10
Chapter 5: booking of financing operations
Setting-up of a company, capital increase, net income appropriation, bonds
11
Chapter 6: cash-flow statement
Drawing up and analysis of a cash-flow statement
12
Chapter 7: introduction to consolidation
Consolidation scope: control and consolidation methods. Acquisition methods, equity method. Acquisition goodwill
13
Final Exam

Compétences à acquérir :

By the end of the course, students will be able to:
- Read financial statements they can build;
- Interpret the documents in accordance with their specific accounting standards (French and international);
- Assess the validity of accounting information provided to users.

Pré-requis obligatoires

Students should have completed Accounting 1, as a minimum grounding in accounting is necessary to follow this course :

double-entry bookkeeping, periodic inventory system and solid understanding of fundamental accounting principles, including the recording of current operations and year-end adjustments as well as the preparation of basic financial statements. Additionally, familiarity with the conceptual framework and local accounting standards, such as the French Plan Comptable Général (PCG) or other national GAAP, governing transaction recording is required.

Mode de contrôle des connaissances :

- A written assignment (50%) makes the continuous assessment mark;
- Final written exam (50%).

Basic calculators are allowed in examinations.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Coefficient : 1.00

Bibliographie, lectures recommandées :

- Dick W., Missonier-Piera F. (2020), Financial accounting with IFRS, Pearson Education, 5th edition (French and English versions available);- Colasse B., with Chantiri R. (2023), Introduction à la comptabilité, Economica, 15th edition (French version).

Bruno Oxibar, PhD in Management Sciences and Chartered Accountant Associate Professor, Université Paris Dauphine-PSL
As a member of Dauphine Research in Management laboratory (DRM - CNRS Joint Research Unit), his research focuses on the role of digital technologies and non-financial information in corporate financial communication.
He teaches accounting at various levels, covering individual financial statements under French GAAP, IFRS-based accounting, consolidated financial statements, as well as corporate finance, including financial analysis of both standalone and group accounts.
Bruno also co-leads several executive education programs, including the Executive Master "Managers in Insurance Brokerage " (in partnership with PLANETE CSCA), the Certificates in "Financial Communication and Investor Relations" (in partnership with CLIFF, the French association of financial communication professionals), and the International Paris MBA in Tunis. In addition, he is Director of the Master's in Accounting, Control and Audit at Dauphine-PSL.
He is co-author, with Bernard Colasse, of the 6th edition of L'analyse financière de l'entreprise (2021) and recently published:
Le Bot, C., Perrigot, R., Déjean, F., & Oxibar, B. (2025). ESG Reporting by Food Retail Groups: Focus on Employment of People with Disabilities. Revue de l'Organisation Responsable, 20(3), 7-30.

Corporate Finance

ECTS : 6

Enseignants : Mattia GIROTTI, Kaouther JOUABER
https://drm.dauphine.fr/fr/drm/membres/detail-cv/profile/mattia-girotti.html
https://dauphine.psl.eu/recherche/cvtheque/jouaber-kaouther

Langue du cours : Français

Volume horaire : 54

Description du contenu de l'enseignement :

This is an introductory course aimed at undergraduate students with no former background in finance and provides a framework for analyzing the major types of investment and financial decisions made by corporations. In the first part, the course introduces the financial tools necessary to analyze a company: income and balance sheet analysis, present value techniques, pricing of stocks and bonds, and portfolio theory. In the second part, the course offers an analysis of the most important aspects of firm management: the evaluation of investment projects, cost of capital, corporate value creation and firm capital structure. In the last part, the course aims at providing a broad overview of financial markets and of the operations that firms can perform on those markets (i.e., Initial Public Offerings, Secondary Public Offerings, Mergers and Acquisitions), including some basic principles of risk management with derivative securities. This course is on Moodle. Part I: Financial Analysis 1 Income and Margin Analysis; 2 Working Capital, Capital Expenditures and Financing Analysis; 3 Return on Equity and Operating Assets; 4 Cash Flow Statement Analysis; Part II: Value, Investment Decision Rules and Cost of Capital 5 Time Value of Money and Discounted Cash Flow (DCF) Models; 6 Value, Investment Decision Rules and Value Creation; 7 Risk and Return; 8 Cost of Capital and Financial Structure; Part III: Financial Markets and Financial Risks 9 Financial Markets (part 1); 10 Financial Markets (part 2); 11 Introduction to Options; 12 Introduction to Financial Risk Management; 13 Final Exam.

Compétences à acquérir :

By the end of the course, students should be able to interpret financially the firm's income statement and balance sheet; perform a cash flow statement analysis, and an analysis of the working capital requirements of the company; determine the value of an asset (bond, stock, etc.); assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; understand the working of financial markets; determine the trading price in auctions and limit order books; use option contracts to either speculate or hedge against a risk.

Pré-requis obligatoires

A general knowledge of basic accounting is recommended.

Mode de contrôle des connaissances :

The final grade is determined as follows:

- Work %
- Midterm Exam 40%
- Final Exam 50%
- Tutorial (presence, participation, presentations) 10%
- Total 100%

Attendance at tutorials is mandatory, three (or more) unexcused absences at tutorials will be sanctioned with a tutorial grade of 0.One case study will be covered in each tutorial session, for a total of 12 case studies. Students are required to prepare every case study before the corresponding tutorial session and to present their work on at least one case study. These presentations can be made in groups of up to 3 students (provided that each of the 12 case studies are assigned to at least one student), and together with class participation will determine the final tutorial grade.The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.**Attendance**Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.**Class Participation**Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.**Exam Policy**Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Coefficient : 1.00

Bibliographie, lectures recommandées :

Lecture notes are the main course material. In addition, these optional textbooks are recommended for this course:
- Jouaber K. and M-J. Rigobert: TD en finance d'entreprise, Dunod. (Only available in French);
- Vernimmen P., P. Quiry, Y. Le Fur, A. Salvi and M. Dallochio: Corporate Finance Theory and Practice, Wiley;
- Brealey R. A. and S. C. Myers, Principles of Corporate Finance, McGraw-Hill.
Case studies will be made available to students prior to each tutorial session. Students are required to bring these documents - either in a numeric or printed version - to the corresponding tutorial session.

Kaouther Jouaber is a Senior Lecturer at Paris Dauphine University since 2001. She has a PhD in Finance from Paris Dauphine University. Her research is focused on market microstructure and market regulation. Her teaching is focused on

corporate finance and portfolio management.
Sabrina Buti is a Professor of Finance at Paris Dauphine University since 2016. She has a PhD in Economics from Toulouse University and, before joining Dauphine, she was an Assistant Professor of Finance at the Joseph L. Rotman School of Management, University of Toronto. Her research is focused on market microstructure and in particular on the optimal design and regulation of stock exchanges. Her teaching is focused primarily on corporate finance and on the analysis of derivative instruments.
Mattia Girotti is a Professor of Finance at the Université Paris Dauphine – PSL since 2023. Before joining Dauphine, Mattia worked at the Banque de France as a Senior Research Economist in the Financial Economics Research Division. Mattia obtained his PhD in Economics from the Toulouse School of Economics in 2015. His main research interest is in banking, but he is more broadly interested in corporate
finance and the industrial organization of the financial sector.

Human Resource Management (HRM)

ECTS : 6

Enseignants : Fabien BLANCHOT, Sonia THOMAS
https://dauphine.psl.eu/recherche/cvtheque/blanchot-fabien
https://dauphine.psl.eu/recherche/cvtheque/thomas-sonia

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

The role of Human Resource Management (HRM) within organizations is evolving. Traditionally focused on administrative tasks such as payroll and compliance, HR now plays a strategic role in aligning workforce capabilities with business objectives.
Today's HR professionals operate in a rapidly changing context marked by technological advances, social transformation, and new work models -- including remote work and the gig economy. The rise of AI raises crucial questions about the future of human work, while diversity, inclusion, and CSR have become key organizational priorities.
This course introduces students to the foundations of HRM and explores how people management drives performance, innovation, and sustainability. Through case studies and class discussions, students will link theory to practice and reflect on the evolving role of HR.
This course is designed to raise awareness of the critical role Human Resource Management (HRM) plays in shaping professional lives. The key target group is defined as follows:
- Future employees: Every employee engages with HR policies and practices, making understanding workplace dynamics and corporate culture essential. This knowledge is key to achieving successful professional integration and long-term career development.
- Future entrepreneurs or HR managers: These individuals play a pivotal role in shaping an organization's HR vision, designing and implementing HR policies, and assessing their impact to ensure alignment with organizational goals.
- Managers and leaders: Every team leader or manager must understand the levers available to develop and manage skills that drive individual, collective, economic, and social performance. This course is on Moodle. 1
Overview of Human Resources and Human Resource Management (2 sessions) Reading before class

- Hammonds, K.H. (2005) Why we hate HR. Fast Company; 8 (97), 40-47

Introduction and Expectations: Overview of ground rules, course expectations, and assignments.
Understanding Work: Exploration of how work shapes and is shaped by societal dynamics, including its historical evolution and the role of human capital in modern economies.
Organizational Theory and Evolution of Work Exploration of organizational theory and how work has changed over time, including the concept of human capital.
Key Trends in International HRM: Analysis of global trends in HRM and their impact on management practices.
Definition and Scope of HRM: Definition of Human Resource Management, highlighting the key areas of action and influence within organizations.
Managers as Human Capital Optimizers: How managers can optimize their roles in managing and developing human capital. (This is a constant theme throughout the semester).
Transformational HR: Insights into the strategic role of HR as a business partner, and the relationship between HRM and organizational objectives.
2 Contd.
3
Staffing and Competencies (1-2 sessions) Reading before class:

- Polzer, J.T., Trust the Algorithm or Your Gut? Harvard Business Review, May-June 2018, 1-6
- DeNisi, A., Murphy, K. (2017). Performance Appraisal and Performance Management: 100 Years of Progress? Journal of Applied Psychology, Vol.102, No.3, 421-433

HR Strategy and Practices: Understanding the role of the HR strategy in shaping HR practices. Introduction to strategic workforce planning: analyzing current competencies and forecasting future HR needs, including succession planning.
Change Management: An overview of strategies and best practices for effectively managing organizational change.
Performance Management: Role of HRM and managers/leaders in optimizing individual and collective performance. Cultural & legal considerations in performance management. Staff review processes: evaluating staff evolution, training, and transformational processes. Competency management as a tool for organizational growth.
Termination and Disciplinary Actions: Brief overview of the termination of employment contracts. Managing disciplinary actions and sanctions.
HR and Managerial Tools: Introduction to tools and frameworks used by HR and managers for effective people management. 4 Contd. 5
Recruitment and Talent Management (2-3 sessions) Reading before class:

- Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. G. (1998). The war for talent. McKinsey Quarterly, 44-57.
- Amankwah-Amoah, J. (2020) Talent Management and global competition for top talent: A co-opetition-based perspective. Thunderbird International Business Review, 2020;62:343-352.
- Aguinis, H., & Glavas, A. (2012). What We Know and Don't Know About Corporate Social Responsibility. Journal of Management, 38(4), 932-968.

Recruitment Process in a Multicultural Context: Understanding the roles of HRM and managers in recruitment. Strategies for preboarding and onboarding to ensure smooth integration of new hires.
Remuneration and Retribution: Exploring levels and forms of remuneration and retribution. Cultural variances in international HRM practices related to compensation.
Talent Management: The importance of talent management for organizational success. Understanding the global talent market and its challenges. Best practices for managing and developing talent effectively.
Diversity and Inclusion: The role of diversity in the workplace and its benefits. Cross-cultural and intergenerational management strategies. DEI (Diversity, Equity, and Inclusion) considerations and creating inclusive policies. Managing an international team: overcoming challenges and leveraging strengths.
Understanding CSR: Exploring the ethical, social, and environmental dimensions of CSR initiatives. Examples of successful CSR strategies and their impact on employee engagement and brand reputation.
Introduction to ESG: Differences between CSR and ESG in scope, measurement, and implementation. The role of ESG in influencing investor decisions and regulatory compliance. 6 Contd. **Reading before class**:

- Getz, I. (2009). Liberating leadership: how the initiative-freeing radical organizational form has been successfully adopted. California Management Review, 51(4), 32-58.

7
Work Conditions, Social Relations, and Leadership (2 Sessions) Reading before class

- Herzberg, F. (2003). One More Time: How Do you Motivate Employees? Harvard Business Review, Motivating People, January 2003, 87-96.

Health and Safety Considerations: Understanding workplace health and safety requirements. Addressing psycho-social risks, including stress and burnout. Strategies for promoting employee well-being in the workplace including the role of management/leadership in ensuring workplace safety.
Communication and Conflict Management: The importance of effective communication in maintaining workplace harmony. Tools and techniques for managing and resolving tension and conflicts.
Corporate Culture and Leadership Styles: Understanding the role of corporate culture in shaping employee behaviour and organizational success.
Exploring different Leadership Styles and their impact on Team Dynamics and Performance: Aligning leadership approaches with organizational values and goals.
Roles & Responsibilities in Labour Relations: Overview of employee representatives and their responsibilities.
Understanding the role of trade unions in fostering constructive labour relations. 8 Contd. **Reading before class**:

- Cheese, P. (2016). Risky Business in a Volatile World, Human Resource Management International Digest, 25 (1) 2017,13-15.

9 Group Project: presentation 10 **Final Exam**

Compétences à acquérir :

By the end of this course, students will be able to: - Identify and explain the key roles and responsibilities of HR within organizations. - Distinguish between HR and managerial functions and analyze their interdependence. - Apply HR tools to attract, develop, and retain talent. - Assess HR challenges in diverse organizational contexts (MNCs, start-ups, scale-ups).

- Understand and evaluate social relations and labor dynamics within organizations. - Examine how HRM supports CSR and ESG objectives.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

The curriculum will include **compulsory reading** before each class, one group project and one individual assignment to consolidate ongoing learning. Students will be encouraged to develop their critical thinking throughout the semester.
Teaching methods: The course combines lectures, case discussions & group exercises. Students are encouraged to connect theoretical frameworks with practical applications through in-class discussions and assignments.
Students will be evaluated on their performance in**3 areas**:
FINAL EXAM
- Written Exam at the end of the semester
- Weighting: **50%**
1 INDIVIDUAL ASSIGNMENT
- Due week: dates will be communicated at the beginning of the semester
- Weighting: **20%**
GROUP ASSIGNMENT (PROJECT): REPORT AND PRESENTATION BASED ON A CASE STUDY
- Due week 9
- Weighting: **30%** (15% written report/15% oral presentation).
More information about the assignments and the final exam (including past papers) will be provided during class.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
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Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

In English and available at the library:

- Tomal, Daniel R. & Schilling, Craig A. (2018) Human Resource Management: Optimizing Organizational Performance, 2nd edition, Rowman & Littlefield Publishers;
- DeCenzo, David & Robbins, Stephen (2011) Human Resource Management, 10th edition, Wiley;
- Dejoux, Cécile & Thévenet, Maurice (2012) Talent Management, DUNOD;
- Jackson, Terence Hugh (2002), International HRM: A Cross-Cultural Approach, Sage Publications Ltd.

Available online for purchase:

- Schmidt, Lars (2021) Redefining HR: Transforming People Teams to Drive Business Performance. Kogan Page Limited.

Sonia Thomas is a certified executive and team coach specializing in interculturality, leadership posture development, career progression, and well-being. She teaches Human Resource Management at Dauphine University Paris-PSL and several French business schools, while also advising business leaders through the Innovation & Entrepreneurship Executive Master's program at HEC Paris.
With decades of experience in senior leadership roles, including as COO of UFI, the Global Association of the Exhibition Industry, Sonia has honed her expertise in organizational strategy and human capital management. Earlier in her career, she served as HR Manager at an international law firm in Paris, where she played a pivotal role in the successful merger of a French and an American firm.
Passionate about creating inclusive and high-performing workplaces, Sonia blends academic insight with practical

experience to coach leaders, develop talent, and drive cultural transformation. She holds a University Diploma in team coaching from Dauphine (majored top of the class) and a certification in Inclusive Leadership through Behavioural Studies from the London School of Economics, as well as a BA Hons in Hospitality Management.
As Vice-President of Women in Exhibitions International, Sonia leads initiatives and research that advance diversity and equity in the workplace. A sought-after speaker at events and conferences, she brings a wealth of knowledge and inspiration to her audiences.
Originally from Northern Ireland, Sonia is bilingual in French and English.

PARCOURS 2 - Liste obligatoire

Corporate Finance

ECTS : 6

Enseignants : Mattia GIROTTI, Kaouther JOUABER
https://drm.dauphine.fr/fr/drm/membres/detail-cv/profile/mattia-girotti.html
https://dauphine.psl.eu/recherche/cvtheque/jouaber-kaouther

Langue du cours : Français

Volume horaire : 54

Description du contenu de l'enseignement :

This is an introductory course aimed at undergraduate students with no former background in finance and provides a framework for analyzing the major types of investment and financial decisions made by corporations. In the first part, the course introduces the financial tools necessary to analyze a company: income and balance sheet analysis, present value techniques, pricing of stocks and bonds, and portfolio theory. In the second part, the course offers an analysis of the most important aspects of firm management: the evaluation of investment projects, cost of capital, corporate value creation and firm capital structure. In the last part, the course aims at providing a broad overview of financial markets and of the operations that firms can perform on those markets (i.e., Initial Public Offerings, Secondary Public Offerings, Mergers and Acquisitions), including some basic principles of risk management with derivative securities. This course is on Moodle.
Part I: Financial Analysis 1 Income and Margin Analysis; 2 Working Capital, Capital Expenditures and Financing Analysis; 3 Return on Equity and Operating Assets; 4 Cash Flow Statement Analysis; Part II: Value, Investment Decision Rules and Cost of Capital 5 Time Value of Money and Discounted Cash Flow (DCF) Models; 6 Value, Investment Decision Rules and Value Creation; 7 Risk and Return; 8 Cost of Capital and Financial Structure; Part III: Financial Markets and Financial Risks 9 Financial Markets (part 1); 10 Financial Markets (part 2); 11 Introduction to Options; 12 Introduction to Financial Risk Management; 13 Final Exam.

Compétences à acquérir :

By the end of the course, students should be able to interpret financially the firm's income statement and balance sheet; perform a cash flow statement analysis, and an analysis of the working capital requirements of the company; determine the value of an asset (bond, stock, etc.); assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; understand the working of financial markets; determine the trading price in auctions and limit order books; use option contracts to either speculate or hedge against a risk.

Pré-requis obligatoires

A general knowledge of basic accounting is recommended.

Mode de contrôle des connaissances :

The final grade is determined as follows:

- Work %
- Midterm Exam 40%
- Final Exam 50%
- Tutorial (presence, participation, presentations) 10%
- Total 100%

Attendance at tutorials is mandatory, three (or more) unexcused absences at tutorials will be sanctioned with a tutorial grade of 0.One case study will be covered in each tutorial session, for a total of 12 case studies. Students are required to prepare every case study before the corresponding tutorial session and to present their work on at least one case study. These presentations can be made in groups of up to 3 students (provided that each of the 12 case studies are assigned to at least one student), and together with class participation will determine the final tutorial grade.The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.**Attendance**Attendance is mandatory.

Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.**Class Participation**Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.**Exam Policy**Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Coefficient : 1.00

Bibliographie, lectures recommandées :

Lecture notes are the main course material. In addition, these optional textbooks are recommended for this course:
- Jouaber K. and M-J. Rigobert: TD en finance d'entreprise, Dunod. (Only available in French);
- Vernimmen P., P. Quiry, Y. Le Fur, A. Salvi and M. Dallochio: Corporate Finance Theory and Practice, Wiley;
- Brealey R. A. and S. C. Myers, Principles of Corporate Finance, McGraw-Hill.
Case studies will be made available to students prior to each tutorial session. Students are required to bring these documents - either in a numeric or printed version - to the corresponding tutorial session.

Kaouther Jouaber is a Senior Lecturer at Paris Dauphine University since 2001. She has a PhD in Finance from Paris Dauphine University. Her research is focused on market microstructure and market regulation. Her teaching is focused on corporate finance and portfolio management.
Sabrina Buti is a Professor of Finance at Paris Dauphine University since 2016. She has a PhD in Economics from Toulouse University and, before joining Dauphine, she was an Assistant Professor of Finance at the Joseph L. Rotman School of Management, University of Toronto. Her research is focused on market microstructure and in particular on the optimal design and regulation of stock exchanges. Her teaching is focused primarily on corporate finance and on the analysis of derivative instruments.
Mattia Girotti is a Professor of Finance at the Université Paris Dauphine – PSL since 2023. Before joining Dauphine, Mattia worked at the Banque de France as a Senior Research Economist in the Financial Economics Research Division. Mattia obtained his PhD in Economics from the Toulouse School of Economics in 2015. His main research interest is in banking, but he is more broadly interested in corporate
finance and the industrial organization of the financial sector.

Fundamentals of Strategy

ECTS : 6

Enseignant responsable : Lionel GARREAU (https://dauphine.psl.eu/recherche/cvtheque/garreau-lionel)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Whether you're a consultant, manager, analyst, project manager, or in charge of a functional activity (finance, human resources, etc.), any management job requires you to understand the rules of the game and the dynamics of the environment in which your organization operates, on the one hand, and to know how to define and implement **strategic actions** to achieve your objectives and survive, on the other. Today's strategic environment is becoming increasingly complex: large-scale uncertainties are emerging (climate risks, artificial intelligence, big data **and** blockchain technologies, etc.), and more systemic modes of organization are taking shape (ecosystems, platforms, etc.), generating new risks and opportunities for companies.
The teaching of the Fundamentals of Strategy course is based on a pedagogy in which students are put in a position to be both **active participants** and autonomous in their learning. It includes:
- textual and digital resources that students can**work through** at their own pace, through quizzes indicating their level of mastery of the content
- **4 hackathons of 4.5 hours**, every 3 weeks, in which the student is put in the situation of using the concepts made available during the previous period.
A corpus of readings and videos is made available on Moodle before each hackathon. These elements serve as support for the 4 hackathons and should therefore be used to prepare for the hackathon. The quizzes are designed to help students **self-assess** the elements that the teaching team would like them to acquire. These quizzes are not part of the assessment, but are a tool for students' **self-evaluation** of their level of mastery of the content.
A forum is available for each section, where the course leader or members of the teaching team can answer any

questions you may have about your understanding of the readings. Questions should be submitted no later than 1 week before each hackathon, to allow time for processing. This course is on Moodle.

PART 1 (Hackathon 1) : Strategic diagnosis

Students will need to be familiar with diagnostic tools and understand how they can be used in combination to carry out a complete strategic diagnosis of a company. These tools will be used in a real-life case study during the hackaton.

PART 2 (Hackathon 2) : Business strategies

Students will need to understand the various ways in which companies can position themselves strategically, and master the definition and design of a business model with a view to creating value. The aim of the hackaton will be to propose a strategy or business model for a given organization.

PART 3 (Hackathon 3): Corporate strategies

In this third part, we will study the role of a head office and see what tools can be used to decide whether or not to develop certain activities at group level. The hackaton will enable us to analyze and propose the coherence of the activities of two competing organizations.

PART 4 (Hackathon 4): Implementing strategy

Implementing a strategy does not stop with a decision at top management level. Organizational structures and the leadership skills of executives and managers are crucial to the success of the strategic project. Students will be put in the position of having to convince an investor of their ability to develop a strategic project.

Compétences à acquérir :

By the end of this course, students will be able to:

- Identify and understand the major strategic issues facing companies today;
- Master the key theoretical concepts used to analyze these issues;
- Produce a structured, coherent, and well-argued strategic analysis of a company's situation.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

Overall, students must demonstrate
(1) a mastery of the concepts covered in the course,
(2) an understanding of the strategic issues facing companies,
and (3) the ability to write a structured, coherent and well-argued analysis of these issues.
The detailed assessment procedures are as follows:**Note: Peer evaluation (50%)**
Principles: Students will have to evaluate the contribution of each of their groupmates within the working group.
Instructions: Fill in the questionnaire within 1 week of each hackathon.
Note: Group Work production (50%)
Principles: Group work during hackathons, according to instructions. Groups are in competition and are ranked according to their level of performance. The grade reflects the group ranking
Instruction: Each hackathon is based on specific organizational and content arrangements, which will be presented to the students before the session.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Whittington R. et al. Exploring Strategy, 13th edition, 2023.

Lionel Garreau is an Associate Professor of Strategy at Université Paris Dauphine-PSL. His research examines how organizations articulate meaning and business models, with a particular focus on developing a systemic approach to strategy. He has published in leading international journals such as Strategic Organization, the British Journal of Management, the Scandinavian Journal of Management, and M@n@gement. At Dauphine, he directs the Master 2 Research in Management and the Executive PhD programs, fostering bridges between academic inquiry and managerial practice. He is also the co-founder and co-director of the Systemic Innovation and Management Institute, dedicated to advancing systemic thinking in management and strategy.

Principles of Marketing

ECTS : 6

Enseignant responsable : Sarah LASRI (https://dauphine.psl.eu/recherche/cvtheque/lasri-sarah)

Langue du cours : Français

Volume horaire : 33

Description du contenu de l'enseignement :

This course aims to present the main concepts, methods, and practices in marketing that companies use today to develop and enhance their offerings. This introductory module is intended for students who wish to pursue a marketing track in the first year of the Master's program, but also for those who, without necessarily planning a career in marketing or sales, nonetheless need to understand the role of marketing and master its principles within an organization.This course is on Moodle.

1 Introduction, Strategic Marketing and Marketing Strategy
2 Brand Management and Consumer Behavior
3 Product and Price policies
4 Promotion and place policies
5 Ethical Marketing and Digital Marketing
6 Project Group (Strategy)
7 Project Group (Market studies)
8 Project Group (Operational decisions)
9 Debate + Marketing international 10 Marketing surprises
11 Project Groupe - Final Presentations
12 Final exam

Compétences à acquérir :

By the end of this course, students will be able to:

- Understand the fundamental concepts, principles, and frameworks of marketing;
- Explain and apply the concepts of market segmentation, targeting, and positioning;
- Appreciate the importance of consumer behavior in shaping marketing strategies;
- Develop marketing strategies for products launches;
- Apply marketing concepts to real-world business scenarios and case studies;
- Demonstrate awareness of ethical considerations in marketing decisions;
- Reflect critically on marketing trends and challenges in contemporary business environments;
- Communicate marketing ideas effectively in written and oral form;
- Work collaboratively in teams to create marketing project proposals or presentations.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

The assessment consists of:
- a final in-person written exam grade (50%)
- a grade for the innovation project completed in groups of 3 to 5 students (40% for the final project report and the final presentation in class)
- a grade for "marketing surprises" (10%)
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session.

Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Coefficient : 1.00

Bibliographie, lectures recommandées :

- Solomon, M. R., & Russell, C. A. (2024). Consumer behavior: Buying, having, and being (14th Global Edition). Pearson;
- Kotler, P., & G. Armstrong et S. Balasubramanian (2023). Principles of Marketing. (19th Global Edition). Pearson.

Sarah Lasri is a Senior Lecturer at Université Paris-Dauphine. She initially specialized in healthcare marketing and currently focuses more broadly on CSR (Corporate Social Responsibility) issues for companies, particularly in the context of marketing practices. She is also the program director of the Master 2 in Product Management and Retail.

PARCOURS 3 - Liste obligatoire

Accounting and Financing Reporting

ECTS : 6

Enseignant responsable : Bruno OXIBAR (https://dauphine.psl.eu/recherche/cvtheque/oxibar-bruno)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The aim of the course is to allow students to read and understand financial statements of corporations and groups. This course should be of interest to all students considering applying to a master degree in accounting, as well as managers and investors who wish to understand and properly read financial statements.
It will help students gain a deeper grasp of accounting after the course Accounting 1, focused on fundamentals.
During 12 weeks and 3h per week, it will develop :
- Relativity of financial figures : accounting principles, options and accounting policies, bookkeping, under different accounting standards (PCG / IFRS);
- Financing operations;
- Statement of cash flow;
- Introduction to consolidation. This course is on Moodle.
1-2
Chapter 1 - Accounting reminders
Accounting methods and principles. Current operations, from bookkeeping to financial statements
3-4
Chapter 2: adjusting entries at the end of the financial period
Periodic inventory system, depreciation, amortization, impairment and provision, accruals and prepayments
5
Chapter 3: financial statements presentation
Balance sheet, income statements and notes. French format
6-7
Chapter 4: accounting standards normalization and international standards
Accounting standards setting, history and institutions. Focus on some IAS / IFRS standards: fair-value, impairment, leasing contracts, financial instruments

8
Mid-term exam
9-10
Chapter 5: booking of financing operations
Setting-up of a company, capital increase, net income appropriation, bonds
11
Chapter 6: cash-flow statement
Drawing up and analysis of a cash-flow statement
12
Chapter 7: introduction to consolidation
Consolidation scope: control and consolidation methods. Acquisition methods, equity method. Acquisition goodwill
13
Final Exam

Compétences à acquérir :

By the end of the course, students will be able to:
- Read financial statements they can build;
- Interpret the documents in accordance with their specific accounting standards (French and international);
- Assess the validity of accounting information provided to users.

Pré-requis obligatoires

Students should have completed Accounting 1, as a minimum grounding in accounting is necessary to follow this course : double-entry bookkeeping, periodic inventory system and solid understanding of fundamental accounting principles, including the recording of current operations and year-end adjustments as well as the preparation of basic financial statements. Additionally, familiarity with the conceptual framework and local accounting standards, such as the French Plan Comptable Général (PCG) or other national GAAP, governing transaction recording is required.

Mode de contrôle des connaissances :

- A written assignment (50%) makes the continuous assessment mark;
- Final written exam (50%).

Basic calculators are allowed in examinations.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Coefficient : 1.00

Bibliographie, lectures recommandées :

- Dick W., Missonier-Piera F. (2020), Financial accounting with IFRS, Pearson Education, 5th edition (French and English versions available);- Colasse B., with Chantiri R. (2023), Introduction à la comptabilité, Economica, 15th edition (French version).

Bruno Oxibar, PhD in Management Sciences and Chartered Accountant Associate Professor, Université Paris Dauphine-PSL
As a member of Dauphine Research in Management laboratory (DRM - CNRS Joint Research Unit), his research focuses on the role of digital technologies and non-financial information in corporate financial communication.

He teaches accounting at various levels, covering individual financial statements under French GAAP, IFRS-based accounting, consolidated financial statements, as well as corporate finance, including financial analysis of both standalone and group accounts.
Bruno also co-leads several executive education programs, including the Executive Master "Managers in Insurance Brokerage " (in partnership with PLANETE CSCA), the Certificates in "Financial Communication and Investor Relations" (in partnership with CLIFF, the French association of financial communication professionals), and the International Paris MBA in Tunis. In addition, he is Director of the Master's in Accounting, Control and Audit at Dauphine-PSL.
He is co-author, with Bernard Colasse, of the 6th edition of L'analyse financière de l'entreprise (2021) and recently published:
Le Bot, C., Perrigot, R., Déjean, F., & Oxibar, B. (2025). ESG Reporting by Food Retail Groups: Focus on Employment of People with Disabilities. Revue de l'Organisation Responsable, 20(3), 7-30.

Corporate Finance

ECTS : 6

Enseignants : Mattia GIROTTI, Kaouther JOUABER
https://drm.dauphine.fr/fr/drm/membres/detail-cv/profile/mattia-girotti.html
https://dauphine.psl.eu/recherche/cvtheque/jouaber-kaouther

Langue du cours : Français

Volume horaire : 54

Description du contenu de l'enseignement :

This is an introductory course aimed at undergraduate students with no former background in finance and provides a framework for analyzing the major types of investment and financial decisions made by corporations. In the first part, the course introduces the financial tools necessary to analyze a company: income and balance sheet analysis, present value techniques, pricing of stocks and bonds, and portfolio theory. In the second part, the course offers an analysis of the most important aspects of firm management: the evaluation of investment projects, cost of capital, corporate value creation and firm capital structure. In the last part, the course aims at providing a broad overview of financial markets and of the operations that firms can perform on those markets (i.e., Initial Public Offerings, Secondary Public Offerings, Mergers and Acquisitions), including some basic principles of risk management with derivative securities. This course is on Moodle.
Part I: Financial Analysis 1 Income and Margin Analysis; 2 Working Capital, Capital Expenditures and Financing Analysis; 3 Return on Equity and Operating Assets; 4 Cash Flow Statement Analysis; Part II: Value, Investment Decision Rules and Cost of Capital 5 Time Value of Money and Discounted Cash Flow (DCF) Models; 6 Value, Investment Decision Rules and Value Creation; 7 Risk and Return; 8 Cost of Capital and Financial Structure; Part III: Financial Markets and Financial Risks 9 Financial Markets (part 1); 10 Financial Markets (part 2); 11 Introduction to Options; 12 Introduction to Financial Risk Management; 13 Final Exam.

Compétences à acquérir :

By the end of the course, students should be able to interpret financially the firm's income statement and balance sheet; perform a cash flow statement analysis, and an analysis of the working capital requirements of the company; determine the value of an asset (bond, stock, etc.); assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; understand the working of financial markets; determine the trading price in auctions and limit order books; use option contracts to either speculate or hedge against a risk.

Pré-requis obligatoires

A general knowledge of basic accounting is recommended.

Mode de contrôle des connaissances :

The final grade is determined as follows:

- Work %
- Midterm Exam 40%
- Final Exam 50%
- Tutorial (presence, participation, presentations) 10%
- Total 100%

Attendance at tutorials is mandatory, three (or more) unexcused absences at tutorials will be sanctioned with a tutorial grade of 0.One case study will be covered in each tutorial session, for a total of 12 case studies. Students are required to prepare every case study before the corresponding tutorial session and to present their work on at least one case study.

These presentations can be made in groups of up to 3 students (provided that each of the 12 case studies are assigned to at least one student), and together with class participation will determine the final tutorial grade.The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.**Attendance**Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.**Class Participation**Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.**Exam Policy**Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Coefficient : 1.00

Bibliographie, lectures recommandées :

Lecture notes are the main course material. In addition, these optional textbooks are recommended for this course:
- Jouaber K. and M-J. Rigobert: TD en finance d'entreprise, Dunod. (Only available in French);
- Vernimmen P., P. Quiry, Y. Le Fur, A. Salvi and M. Dallochio: Corporate Finance Theory and Practice, Wiley;
- Brealey R. A. and S. C. Myers, Principles of Corporate Finance, McGraw-Hill.
Case studies will be made available to students prior to each tutorial session. Students are required to bring these documents - either in a numeric or printed version - to the corresponding tutorial session.

Kaouther Jouaber is a Senior Lecturer at Paris Dauphine University since 2001. She has a PhD in Finance from Paris Dauphine University. Her research is focused on market microstructure and market regulation. Her teaching is focused on corporate finance and portfolio management.
Sabrina Buti is a Professor of Finance at Paris Dauphine University since 2016. She has a PhD in Economics from Toulouse University and, before joining Dauphine, she was an Assistant Professor of Finance at the Joseph L. Rotman School of Management, University of Toronto. Her research is focused on market microstructure and in particular on the optimal design and regulation of stock exchanges. Her teaching is focused primarily on corporate finance and on the analysis of derivative instruments.
Mattia Girotti is a Professor of Finance at the Université Paris Dauphine – PSL since 2023. Before joining Dauphine, Mattia worked at the Banque de France as a Senior Research Economist in the Financial Economics Research Division. Mattia obtained his PhD in Economics from the Toulouse School of Economics in 2015. His main research interest is in banking, but he is more broadly interested in corporate
finance and the industrial organization of the financial sector.

Management Control

ECTS : 6

Enseignant responsable : Celine BAUD (https://dauphine.psl.eu/recherche/cvtheque/baud-celine)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Information is a crucial resource for organizations. It enables managers to make decisions, evaluate options, formulate plans and monitor their implementation. The tools that enable this monitoring are therefore omnipresent in the work of managers, from the most strategic to the most operational levels of organizations. It is important to master them, to know how to use them, but also to identify their limits and potential dysfunctional effects.
The course therefore presents the different tools of management control and performance management. It presents the principles and methods of cost calculation, how these calculations can be used to inform operational and strategic decisions. It also presents the tools used to guide and control financial (budgets) and operational (dashboards) performance.
It aims to train skillful users who are not only capable of mastering the fundamental techniques and tools, but who are also able to interpret the results obtained, question the adequacy of the methods used, and assess the coherence between control and monitoring systems in on hand, and organizational objectives in the other.
Course Objectives:
- Mastering the tools and fundamental principles of cost calculation and analysis (partial cost methods, full cost methods).
- Mastering the tools and fundamental principles of performance control and management (budgets, budgetary control, dashboards).

- Give future managers sufficient knowledge to use and adapt the tools at their disposal.
- Introduce future management controllers to the technical and organizational challenges of piloting and control tools. This course is on Moodle. The course consists of lecture sessions (**12 lectures**) and group-based tutorial sessions (**12 tutorials**), organized according to the following syllabus :

Week 1 Introduction to management control: tools, roles and definitions of control the organization of the control function.
Week 2 Variable costing and break-even analysis (1): Cost classification, Cost Volume Profit Analysis Break-even point Cost Indifference Point.
Week 3 Variable costing and break-even analysis (2): Break-even point with multiple products; contribution analysis (direct costing and evolved direct-costing) contribution per unit of scarce resource.
Week 4 Full costing (1): Marginal and absorption costing Product Costs Using Absorption Costing The homogeneous sections method.
Week 5 Full costing (2): Choosing appropriate bases of apportionment Over/Under absorption ("imputation rationnelle" method) Limits of absorption costing.
Week 6 Full costing (3): Activity Based costing
Mid-term exam
Week 7 Decentralisation and financial indicators: Responsibility centres Calculation and use of ROI and EVA.
Week 8 Building a budget (1): Operational budgets.
Week 9 Building a budget (2): Financial budgets Cash Flow budget.
Week 10 Flexible Budgets and Variance Analysis: Sales Volume Variance and Flexible Budget Variance Sales Price variance Direct materials price and efficiency variance Direct manufacturing labor price and efficiency variance analysis and interpretation of variances.
Week 11 Non-financial indicators: Limitations of monitoring by financial indicators, Strategy map and Balanced Scorecard, Issues of quantification of indicators.
Week 12 Control and behaviors: Results control and financial incentives: limits and dysfunctional effects.
Week 13 Review
Final exam

Compétences à acquérir :

By the end of this course, students will be able to:

- Apply key costing methods (variable and full costing) to support managerial decisions;
- Prepare and interpret budgets, variance analyses, and performance dashboards;
- Evaluate the relevance and limitations of management control tools in different contexts;
- Assess and critically reflect on different models and methods in management control.

Pré-requis obligatoires

Being comfortable with numerical reasoning is essential and the course will be easier for students who already have some knowledge of accounting.

Mode de contrôle des connaissances :

Grading Criteria:
- Continuous assessment (mid-term test): 50%.
- Final exam: 50%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by

that group. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Céline Baud:
A graduate of ESCP-EAP and former student of the ENS de Cachan, Céline Baud completed her thesis at HEC-Paris. After spending six years at the Accounting School of Laval University (Quebec), she joined the DRM-MOST team in Dauphine in 2019. Her work focuses on the diversity of management modes and tools in organizations.
She has been particularly interested in risk management methods in the banking sector, changes in the retail sector, social and solidarity economy organizations and, more generally, the role played by accounting and its tools in the transformations of organizations, the economy and society.
With a critical and multidisciplinary approach, she actively participates in the editorial boards of the Socio-Economic Review and Critical Perspectives on Accounting.
Penelope Van Den Bussche: See: https://drm.dauphine.fr/en/drm/members/detail-cv/profile/penelope-van-den-bussche.html

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PARCOURS 4 - Liste obligatoire

Fundamentals of Strategy

ECTS : 6

Enseignant responsable : Lionel GARREAU (https://dauphine.psl.eu/recherche/cvtheque/garreau-lionel)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Whether you're a consultant, manager, analyst, project manager, or in charge of a functional activity (finance, human resources, etc.), any management job requires you to understand the rules of the game and the dynamics of the environment in which your organization operates, on the one hand, and to know how to define and implement **strategic actions** to achieve your objectives and survive, on the other. Today's strategic environment is becoming increasingly complex: large-scale uncertainties are emerging (climate risks, artificial intelligence, big data **and** blockchain technologies, etc.), and more systemic modes of organization are taking shape (ecosystems, platforms, etc.), generating new risks and opportunities for companies.
The teaching of the Fundamentals of Strategy course is based on a pedagogy in which students are put in a position to be both **active participants** and autonomous in their learning. It includes:
- textual and digital resources that students can**work through** at their own pace, through quizzes indicating their level of mastery of the content
- **4 hackathons of 4.5 hours**, every 3 weeks, in which the student is put in the situation of using the concepts made available during the previous period.
A corpus of readings and videos is made available on Moodle before each hackathon. These elements serve as support for the 4 hackathons and should therefore be used to prepare for the hackathon. The quizzes are designed to help students **self-assess** the elements that the teaching team would like them to acquire. These quizzes are not part of the assessment, but are a tool for students' **self-evaluation** of their level of mastery of the content.
A forum is available for each section, where the course leader or members of the teaching team can answer any questions you may have about your understanding of the readings. Questions should be submitted no later than 1 week before each hackathon, to allow time for processing. This course is on Moodle.
PART 1 (Hackathon 1) : Strategic diagnosis
Students will need to be familiar with diagnostic tools and understand how they can be used in combination to carry out a complete strategic diagnosis of a company. These tools will be used in a real-life case study during the hackaton.
PART 2 (Hackathon 2) : Business strategies
Students will need to understand the various ways in which companies can position themselves strategically, and master the definition and design of a business model with a view to creating value. The aim of the hackaton will be to propose a strategy or business model for a given organization.
PART 3 (Hackathon 3): Corporate strategies
In this third part, we will study the role of a head office and see what tools can be used to decide whether or not to develop certain activities at group level. The hackaton will enable us to analyze and propose the coherence of the activities of two competing organizations.
PART 4 (Hackathon 4): Implementing strategy

Implementing a strategy does not stop with a decision at top management level. Organizational structures and the leadership skills of executives and managers are crucial to the success of the strategic project. Students will be put in the position of having to convince an investor of their ability to develop a strategic project.

Compétences à acquérir :

By the end of this course, students will be able to:

- Identify and understand the major strategic issues facing companies today;
- Master the key theoretical concepts used to analyze these issues;
- Produce a structured, coherent, and well-argued strategic analysis of a company's situation.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

Overall, students must demonstrate
(1) a mastery of the concepts covered in the course,
(2) an understanding of the strategic issues facing companies,
and (3) the ability to write a structured, coherent and well-argued analysis of these issues.
The detailed assessment procedures are as follows:**Note: Peer evaluation (50%)**
Principles: Students will have to evaluate the contribution of each of their groupmates within the working group.
Instructions: Fill in the questionnaire within 1 week of each hackathon.
Note: Group Work production (50%)
Principles: Group work during hackathons, according to instructions. Groups are in competition and are ranked according to their level of performance. The grade reflects the group ranking
Instruction: Each hackathon is based on specific organizational and content arrangements, which will be presented to the students before the session.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Whittington R. et al. Exploring Strategy, 13th edition, 2023.

Lionel Garreau is an Associate Professor of Strategy at Université Paris Dauphine-PSL. His research examines how organizations articulate meaning and business models, with a particular focus on developing a systemic approach to strategy. He has published in leading international journals such as Strategic Organization, the British Journal of Management, the Scandinavian Journal of Management, and M@n@gement. At Dauphine, he directs the Master 2 Research in Management and the Executive PhD programs, fostering bridges between academic inquiry and managerial practice. He is also the co-founder and co-director of the Systemic Innovation and Management Institute, dedicated to advancing systemic thinking in management and strategy.

Management Control

ECTS : 6

Enseignant responsable : Celine BAUD (https://dauphine.psl.eu/recherche/cvtheque/baud-celine)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Information is a crucial resource for organizations. It enables managers to make decisions, evaluate options, formulate plans and monitor their implementation. The tools that enable this monitoring are therefore omnipresent in the work of managers, from the most strategic to the most operational levels of organizations. It is important to master them, to know how to use them, but also to identify their limits and potential dysfunctional effects.
The course therefore presents the different tools of management control and performance management. It presents the principles and methods of cost calculation, how these calculations can be used to inform operational and strategic decisions. It also presents the tools used to guide and control financial (budgets) and operational (dashboards) performance.
It aims to train skillful users who are not only capable of mastering the fundamental techniques and tools, but who are also able to interpret the results obtained, question the adequacy of the methods used, and assess the coherence between control and monitoring systems in on hand, and organizational objectives in the other.
Course Objectives:
- Mastering the tools and fundamental principles of cost calculation and analysis (partial cost methods, full cost methods).
- Mastering the tools and fundamental principles of performance control and management (budgets, budgetary control, dashboards).
- Give future managers sufficient knowledge to use and adapt the tools at their disposal.
- Introduce future management controllers to the technical and organizational challenges of piloting and control tools. This course is on Moodle. The course consists of lecture sessions (**12 lectures**) and group-based tutorial sessions (**12 tutorials**), organized according to the following syllabus :
Week 1 Introduction to management control: tools, roles and definitions of control the organization of the control function.
Week 2 Variable costing and break-even analysis (1): Cost classification, Cost Volume Profit Analysis Break-even point Cost Indifference Point.
Week 3 Variable costing and break-even analysis (2): Break-even point with multiple products; contribution analysis (direct costing and evolved direct-costing) contribution per unit of scarce resource.
Week 4 Full costing (1): Marginal and absorption costing Product Costs Using Absorption Costing The homogeneous sections method.
Week 5 Full costing (2): Choosing appropriate bases of apportionment Over/Under absorption ("imputation rationnelle" method) Limits of absorption costing.
Week 6 Full costing (3): Activity Based costing
Mid-term exam
Week 7 Decentralisation and financial indicators: Responsibility centres Calculation and use of ROI and EVA.
Week 8 Building a budget (1): Operational budgets.
Week 9 Building a budget (2): Financial budgets Cash Flow budget.
Week 10 Flexible Budgets and Variance Analysis: Sales Volume Variance and Flexible Budget Variance Sales Price variance Direct materials price and efficiency variance Direct manufacturing labor price and efficiency variance analysis and interpretation of variances.
Week 11 Non-financial indicators: Limitations of monitoring by financial indicators, Strategy map and Balanced Scorecard, Issues of quantification of indicators.
Week 12 Control and behaviors: Results control and financial incentives: limits and dysfunctional effects.
Week 13 Review
Final exam

Compétences à acquérir :

By the end of this course, students will be able to:

- Apply key costing methods (variable and full costing) to support managerial decisions;
- Prepare and interpret budgets, variance analyses, and performance dashboards;
- Evaluate the relevance and limitations of management control tools in different contexts;
- Assess and critically reflect on different models and methods in management control.

Pré-requis obligatoires

Being comfortable with numerical reasoning is essential and the course will be easier for students who already have some knowledge of accounting.

Mode de contrôle des connaissances :

Grading Criteria:
- Continuous assessment (mid-term test): 50%.
- Final exam: 50%
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Céline Baud:
A graduate of ESCP-EAP and former student of the ENS de Cachan, Céline Baud completed her thesis at HEC-Paris. After spending six years at the Accounting School of Laval University (Quebec), she joined the DRM-MOST team in Dauphine in 2019. Her work focuses on the diversity of management modes and tools in organizations.
She has been particularly interested in risk management methods in the banking sector, changes in the retail sector, social and solidarity economy organizations and, more generally, the role played by accounting and its tools in the transformations of organizations, the economy and society.
With a critical and multidisciplinary approach, she actively participates in the editorial boards of the Socio-Economic Review and Critical Perspectives on Accounting.
Penelope Van Den Bussche: See: https://drm.dauphine.fr/en/drm/members/detail-cv/profile/penelope-van-den-bussche.html

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Principles of Marketing

ECTS : 6

Enseignant responsable : Sarah LASRI (https://dauphine.psl.eu/recherche/cvtheque/lasri-sarah)

Langue du cours : Français

Volume horaire : 33

Description du contenu de l'enseignement :

This course aims to present the main concepts, methods, and practices in marketing that companies use today to develop and enhance their offerings. This introductory module is intended for students who wish to pursue a marketing track in the first year of the Master's program, but also for those who, without necessarily planning a career in marketing or sales, nonetheless need to understand the role of marketing and master its principles within an organization.This course is on Moodle.

1 Introduction, Strategic Marketing and Marketing Strategy
2 Brand Management and Consumer Behavior
3 Product and Price policies
4 Promotion and place policies
5 Ethical Marketing and Digital Marketing
6 Project Group (Strategy)
7 Project Group (Market studies)
8 Project Group (Operational decisions)

9 Debate + Marketing international 10 Marketing surprises
11 Project Groupe - Final Presentations
12 Final exam

Compétences à acquérir :

By the end of this course, students will be able to:

- Understand the fundamental concepts, principles, and frameworks of marketing;
- Explain and apply the concepts of market segmentation, targeting, and positioning;
- Appreciate the importance of consumer behavior in shaping marketing strategies;
- Develop marketing strategies for products launches;
- Apply marketing concepts to real-world business scenarios and case studies;
- Demonstrate awareness of ethical considerations in marketing decisions;
- Reflect critically on marketing trends and challenges in contemporary business environments;
- Communicate marketing ideas effectively in written and oral form;
- Work collaboratively in teams to create marketing project proposals or presentations.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

The assessment consists of:
- a final in-person written exam grade (50%)
- a grade for the innovation project completed in groups of 3 to 5 students (40% for the final project report and the final presentation in class)
- a grade for "marketing surprises" (10%)
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Coefficient : 1.00

Bibliographie, lectures recommandées :

- Solomon, M. R., & Russell, C. A. (2024). Consumer behavior: Buying, having, and being (14th Global Edition). Pearson;
- Kotler, P., & G. Armstrong et S. Balasubramanian (2023). Principles of Marketing. (19th Global Edition). Pearson.

Sarah Lasri is a Senior Lecturer at Université Paris-Dauphine. She initially specialized in healthcare marketing and currently focuses more broadly on CSR (Corporate Social Responsibility) issues for companies, particularly in the context of marketing practices. She is also the program director of the Master 2 in Product Management and Retail.

POOL 1 Finance & Quantitative Methods

Asset Management

ECTS : 3

Enseignant responsable : Fadi LAHOUD

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

Asset management is a professional activity whose purpose is to manage funds entrusted by institutions or individuals. It is a profession regulated by financial market authorities and requires expertise in understanding market developments, portfolio construction, and adapting to a particular strategy to pursue the client's objectives. Analyzing risk factors such as market risk, credit risk, operational risk, and establishing performance ratios are necessary to optimize the value of a portfolio. The asset management activity is governed by significant legislation and requires ethical and transparency considerations to ensure a high level of trust and compliance. This profession involves finding the right balance between risk-taking and portfolio growth potential.
The course begins by introducing the asset management activity and presenting its ecosystem. It then describes the different asset classes, management methods and strategies for building and managing a portfolio. Furthermore, it focuses on understanding risk analysis and performance calculations. Finally, the course assesses the trends in asset management considering new technologies and the evolution of
clients' requirements e.g. in terms of sustainability and ESG. This course isn't on Moodle.
1 **Introduction to asset management**: definition of asset management, terminology,
overview of asset classes
2 **What is an asset management company**: functions and services offered, client
segmentation and value proposition, ecosystem
3 **Asset management approaches and strategies (1/2)**: active vs. passive management,
data-driven models, non-numerical factors, considering ESG approaches
4 **Asset management approaches and strategies (2/2)**: how strategies align with investment goals and risk tolerance, main strategies (growth, value, etc.), risk-adjusted strategies
5 **Products families**: equity, fixed income, alternative investments (hedge fund, private equity, real estate, commodities, cryptocurrencies), cash, structured products
6 **Risk analysis and performance calculations**: types of risks, risk assessment, tools (risk matrix, SWOT, VaR, stress tests, etc.), mitigation, performance metrics, common challenges (data quality, biases)
7 **Mid-term Exam**
8 **Mid-term Exam reviewing.**
Main regulation principles: key bodies and framework, core principles (transparency, investor protection, ethics and governance), risk management and compliance
9 **Introduction to major IT tools** (management, risk, operations): portfolio management, risk management, compliance, data analytics and visualization
10 **Trends shaping the future of asset management (1/2)** overview of technological advancements, rise of sustainable investing, changing client demands
11 **Trends shaping the future of asset management (2/2)** challenges (globalization, geopolitical factors, industry consolidation), interactive discussion and brainstorming on potential solutions
12 **Final Exam**

Compétences à acquérir :

The purpose of the course is to raise the understanding of asset management with a first level of knowledge of the ecosystem, fundamentals of portfolio management, risk analysis and performance. This course is positioned at a theoretical level and prepares for entry into the master's degree.

Pré-requis obligatoires

The course is dedicated to students starting their initiation to asset management. Financial mathematics basics would help understand the concepts underlying main risk and performance calculation.

Mode de contrôle des connaissances :

- Graded 50% on mid-term exam and 50% on final exam
The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- "Common Sense on Mutual Funds" by John Bogle - an introduction to asset management by the founder of Vanguard Group;
- "Searching for Alpha: The Quest for Exceptional Investment Performance" by Ben Warwick - A great introduction to the industry with engaging stories and lessons;
- "The little book of valuation" by Aswath Damodaran - make your own valuation assessments by a step-by-step process of picking.

With more than 25 years of experience in financial services,**Fadi Lahoud** has varied experience in different banking businesses (private banking, asset management, retail banking, investment banking). He has a dual background in consulting and banking, having held management positions in both. Throughout his professional experience, he worked on improving the efficiency of organizations and businesses, from strategic definition to implementation. He currently leads an investment advisory firm dedicated to highnet-worth individuals.

Fadi has an engineering background and holds an executive M.B.A. from HEC Paris. He is also certified Independent Financial Advisor from the French Financial Market Authorities (AMF).

Business Data Analysis

ECTS : 6

Enseignant responsable : Alexandra DIMOU

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course introduces students to fundamental methods in data analysis for business using the statistical software package R. It aims to teach students how to effectively present, analyse, interpret data, and make business decisions. Students will become familiar with the R ecosystem and learn to use R for various data analysis projects. Key topics include numerical and graphical summaries of data, univariate and bivariate
analysis, analysis of variance, regression, principal components, factor analysis, and cluster analysis. Practical application is emphasized through hands-on sessions in a computer lab.

The course prepares the next generation of managers to collect, manage, and analyse data to solve the most pressing challenges facing businesses and institutions. This course is on Moodle.

1 Introduction to R-software - Descriptive statistics
2 Sampling and statistical inference (review)
3 Analysing relationships among two categorical variables
4 t.test and ANOVA
5 Correlation and Simple regression
6 Multiple regression
7 ANOVA and ANCOVA models
8 Logistic regression
9 Principal components analysis
10 Correspondence analysis
11 Clustering
12 **Final session assessment**

Compétences à acquérir :

By the end of the course, students will be able to:

- Describe and present data using appropriate statistical and graphical methods;
- Summarize different types of variables and their distributions;

- Analyze relationships between variables through bivariate analysis;
- Conduct regression analysis and make predictions;
- Perform multivariate analyses, including principal component analysis and correspondence analysis;
- Execute cluster analysis to identify patterns within data;
- Confidently navigate and utilize the R environment for data analysis tasks;
- Apply advanced R features and packages for data visualization and manipulation;
- Work effectively in teams and communicate data analysis results clearly.

Pré-requis obligatoires

Basic knowledge of probability and statistics (sampling, estimation, testing) is required. Familiarity with any programming language is beneficial but not mandatory.

Mode de contrôle des connaissances :

Active participation is crucial for this course. Students will engage in individual and group work on real datasets using R. Assessment consists of:
- Class Participation and Homework (40%): Regular attendance, active engagement in lab sessions, and completion of homework assignments.
- Final Exam (60%): A comprehensive, practical exam conducted on the computer, assessing students' ability to apply course concepts using R. Closed book exam.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

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Communication and Grading

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Bibliographie, lectures recommandées :

- Wickham, H., & Grolemund, G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data.O'Reilly Media.
- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An Introduction to Statistical Learning: With Applications in R. Springer.
- Field, A., Miles, J., & Field, Z. (2012). Discovering Statistics Using R. Sage Publications.
- Kabacoff, R. I. (2015). R in Action: Data Analysis and Graphics with R. Manning Publications.
- Peng, R. D. (2016). R Programming for Data Science. Leanpub.
- Healy, K. (2018). Data Visualization: A Practical Introduction. Princeton University Press.
- Nina Zumel and John Mount (2019), Practical Data Science with R.
- Heumann (2016), Introduction to Statistics and Data Analysis, Springer, 455 pages.
- J.L. Devore (2011), Introduction to Statistics and Data Analysis, 4th Edition, 944 pages.
- C. Judd (2017), Data Analysis, New Edition, 366 pages.
- Daniel J. Denis (2020), Univariate, Bivariate, and Multivariate Statistics Using R, Wiley, 384 pages.
- Mustapha Abiodun Akinkunmi (2019), Business Statistics with Solutions in R, De Gruyter, 276 pages.
- Christian Heumann, Michael Schomaker, et al. (2017), Introduction to Statistics and Data Analysis: With Exercises, Solutions and Applications in R, Springer.

Alexandra Schaffar is a Professor of Economics at the University of Toulon, with an agregation in mathematics. Her research focuses on econometrics and urban and regional economics. She currently serves as Head of the French Institute for Economic Development, is a former Vice-President of the French speaking section of the International Regional Science Association and is Editor of the journal Région et
Développement. Since 2018, Alexandra Schaffar has been teaching Business Data Analysis at the University Paris-

Dauphine.

Financial Markets

ECTS : 6

Enseignant responsable : Michel RUIMY

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course focuses on the structural aspects of financial markets -- including financial products and key actors -- with an emphasis on the bonds market, money market, and stock market.
It is designed for students who wish to deepen their understanding of economic and financial mechanisms, as well as master fundamental principles such as interest rates, loans and amortization, investment choice, and investment decisions.
This is a course-seminar format, where theoretical principles are briefly introduced and then explored in greater depth through in-class practical exercises and discussions. This course isn't on Moodle.
1 Mutual acquaintance. Constitution of the different groups of students and distribution of the various presentations and press reviews
Presentation of the financial markets
2 The interest rates and their different methods of calculation
3 The bonds markets (risks, yield rate curve…)
4 The different types of bonds and their amortization
5 The invest choice and the decision of invest
6 **MID TERM EXAM**
7 The stocks market
8 The monetary market and monetary policy
9 The FOREX
10 The derivative products markets (I)
11 The derivative products markets (II)
12 **Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to:

- Describe the characteristics of the main financial markets;
- Identify the different types of financial instruments and their specificities;
- Manipulate key financial tools and concepts used in capital markets;
- Understand the functioning and interactions of money, bond, stock, and derivative markets.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

Class works (continuous assessment): 50% of the final score
o The mid-term exam counts for 25% of the final grade.
o Individual work counts for 15% of the final grade. Individual work consists of a group presentation of an economic or financial current issue that students develop and present to other classmates. Press reviews will also be requested.
o Class participation: 10% of the final grade.
- Final exam: 50% of the final score.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Class participation: Active class participation - this is what makes classes lively and instructive. Class participation is based on quality of comments, not quantity.
Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the Professor). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Berk, J., DeMarzo, P., Hartford, J. (2021). Fundamentals of Corporate Finance, 5th Edition, Pearson;
- Hull, J. C. (2018). Options, Futures and Other Derivatives, 10th Edition, Pearson.

French economist, lecturer at various universities and "grandes écoles", professor at Sciences Po and economist at the Bank of France.
Michel Ruimy teaches the principles of monetary economics and the fundamental characteristics of capital markets at ESCP Europe's Paris campus, where he is an affiliated professor. He has participated in numerous conferences abroad (Maghreb, Romania, Russia, Abu Dhabi, etc.) on issues related to currency and financial markets. He has also written a large number of books and articles on these subjects.

Financial Maths

ECTS : 3

Enseignant responsable : Francois BELOT (https://dauphine.psl.eu/recherche/cvtheque/belot-francois)

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

This course aims to provide a conceptual framework that enables economic agents (households, entrepreneurs, bankers, investors, etc.) to analyze and make informed decisions when faced with problems involving multiple financial flows (expenses and/or revenues) distributed over time.
Key concepts such as the time value of money, compounding, discounting, future and present value, and the yield rate will be introduced and applied to the financial decision-making process regarding savings, investment, and borrowing. This course is on Moodle.
The course is structured around five main chapters:
1. Interest, Compounding, and Discounting
2. Analysis of Cash Flow Sequences
3. Individual Loans
4. Investment Decisions
5. Analysis of Bond Loans
Throughout the course, students will complete in-class exercises and home assignments to reinforce the material covered.
1 Introduction - Interest rates, compounding and discounting (Chapter 1)
2 Cash flow sequences (Chapter 2)
3 Exercises on chapter 1 and chapter 2
4 Individual Loans (Chapter 3)
5 Exercises on chapter 3
6 Investments (Chapter 4)
7 Exercises on chapter 4
8 Bonds (Chapter 5)
9 Exercises on chapter 5
10 Final Exam
This course is on Moodle.
Slides, exercises sheets and on-line quizzes are available on Moodle.
1. Interest, Compounding, and Discounting
a) The time value of money
b) Simple interest
c) Compounding and compound interest
d) Equivalent and proportional rates
e) Present value and discounting
f) Summary and synthesis
2. Analysis of Cash Flow Sequences
a) Analytical framework
b) Mathematical review
c) Future and present value: the general case
d) Constant annuities
e) Geometrically increasing annuities
f) Arithmetically increasing annuities

g) Internal yield rate
3. Individual Loans
a) Analytical framework
b) Principles of loan amortization
c) Repayment through constant annuities
d) Repayment through constant principal
e) Bullet (lump-sum) repayment
f) Geometrically increasing annuities
g) Extensions and special cases
h) The effective cost of a loan
4. Investment Decisions
a) Analytical framework
b) Net Present Value (NPV)
c) Internal Rate of Return (IRR)
d) Payback period
e) Comparing multiple projects
f) Combined evaluation criteria
g) Conclusion
5. Analysis of Bond Loans
a) Main characteristics of bonds
b) Bond valuation
c) Introduction to bond risk management: duration and sensitivity

Compétences à acquérir :

By the end of this module, students will be able to:
1. Know the methodology of financial mathematics and its importance in comparison - evaluation of financial products.
2. Manipulate mathematical and numerical models used to price financial securities and to make risk estimates.
3. Conceptualise the different types of financial mathematics solutions that exist predominantly in dealing with loans and investments.
4. Use mathematical formulas to run simulated scenarios and critically justify financial decisions based on these simulations.
5. Appraise investable projects and decide on project feasibility for any company.
6. Understand standard financial instruments (bonds and stocks).
7. Understand bond pricing, performance, and risk.

Pré-requis obligatoires

A good understanding of the fundamental concepts of algebra is required to take this course, and in particular the following concepts: exponential functions, logarithms, power functions, arithmetic and geometric sequences.

Mode de contrôle des connaissances :

● 50% Written Midterm Exam
● 50% Final Exam
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

The following classic finance textbooks (also recommended in other undergraduate and graduate finance courses) include chapters that cover the key mechanisms explored in this course:

- Corporate Finance: Theory and Practice, Pierre Vernimmen, Pascal Quiry, and Yann Le Fur, Wiley, 2022, 6th edition.
- Corporate Finance, Jonathan Berk and Peter DeMarzo, Pearson, 2023 (6th edition).
- Capital Market Finance: An Introduction to Primitive Assets, Derivatives, Portfolio Management and Risk, Roland Portait and Patrice Poncet, Springer, 2022.

François Belot is Professor of Corporate Finance at Université Paris-Dauphine and a member of the DRM-Finance research team. He works in the areas of corporate governance, with a focus on boards of directors, employee involvement in governance, separation of ownership and control and forms of shareholding, in particular family control. He currently heads the academic Master program "Insurance and risk management" (Master 218).
Moulka Tamzali-Lafond is an academic coordinator and lecturer within MIDO, Mathematics Department at Université Paris-Dauphine, specializing in Algebra, Linear Algebra and Financial Mathematics.

Management Sciences and Operation Research

ECTS : 3

Enseignant responsable : Daniel VANDERPOOTEN (https://dauphine.psl.eu/recherche/cvtheque/vanderpooten-daniel)

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

Many decisions are to be made at different levels of socio-economical organizations. This includes various types of decisions such as the optimal design of a production or distribution plan, inventory management policies, media planning, launching of a new product etc. The main difficulties to be handled are the potentially huge number of possible solutions and, sometimes, uncertainty in their evaluation. In order to support such decisions a formal approach is thus required. The objective of the course is to provide an introduction to the main concepts and techniques for modeling and solving decision problems arising in socio-economical organizations. This course is on Moodle. 1 Presentation of the course. Management Science - Decision Aiding. Modeling. Basic concepts in graph theory. 2 The shortest path problem. Algorithms and applications. 3 Network flows. Concepts of flow and cut. Presentation of various flow problems. 4 The maximum flow problem: Ford-Fulkerson's theorem and algorithm. Modification of a network. 5 Linear programming. Introduction. Modeling examples. 6 Graphical method. The solver optimization module on Excel. **Mid-term exam** 7 Graphical sensitivity analysis and economical interpretation. Sensitivity analysis on Excel. 8 Integer linear programming. Modeling. Use of 0-1 variables (logical conditions, fixed charge...). 9 Elements of decision theory. Decision criteria under uncertainty and risk. Decision trees. Decision with additional information. Information value. 10 **Final Exam**

Compétences à acquérir :

At the end of this course, students will be able to:
1. Explain the main concepts and methods used in Management Science and Operations Research to support decision-making in organizations.
2. Identify decision problems in real-world contexts where formal modeling and optimization techniques are appropriate.
3. Apply basic modeling approaches (graphs, flows, linear and integer programming, decision theory) to structure and analyze simple decision problems.
4. Interpret the results of decision-aiding tools and assess their relevance and limitations for managerial decision-making.
5. Communicate effectively with specialists in Operations Research by understanding the key vocabulary, assumptions, and reasoning involved.

Pré-requis obligatoires

No prior knowledge is required, but basic skills and interest in mathematical formalism and logical reasoning are necessary.

Mode de contrôle des connaissances :

- Midterm Exam (test) 30%
- Final Exam: 50%
- Homework (cases) and class participation 20%
- Total 100%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

[1] F. S. Hillier and Lieberman G. J. Introduction to Operations Research. McGraw Hill, 10th edition, 2014.
[2] Ph. Vallin and D. Vanderpooten. Aide à la décision : une approche par les cas. Ellipses, Paris, 2000. 3e édition, 2006.

Reference [1] is a standard textbook. Reference [2] (in French) has been especially designed for this course. It contains additional problems with solutions.

Daniel Vanderpooten is a professor in computer science and operations research at Paris Dauphine University. His research interests are theoretical and practical aspects of decision aiding and operations research, more precisely multiobjective optimization, combinatorial optimization and robust optimization. He published about 100 articles in international journals and conferences. He is also head of the Master 2
program "Modeling, Optimization, Decision, Organization (MODO)", Paris-Dauphine University.

Statistics For Management

ECTS : 3

Enseignant responsable : Jose TRASHORRAS (https://dauphine.psl.eu/recherche/cvtheque/trashorras-jose)

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

The main goal of this course is to acquire the fundamental concepts and tools of inferential statistics used in management science, with a particular emphasis on developing an intuitive understanding of the topics covered. Through a variety of applications drawn primarily from the field of management, the course aims to develop the ability to interpret and analyze quantitative data from a sample drawn from a population of interest. This course isn't on Moodle.

1 Review of Probability and Random Variables
2 Review of Probability and Random Variables
3 Introduction to Inferential Statistics / Point Estimation
4 Point estimation
5 Confidence Interval Estimation
6 Hypothesis Testing
7 Hypothesis Testing
8 Introduction to Linear Regression
9 Introduction to Linear Regression
10 **Final Exam**

Compétences à acquérir :

Upon completion of the course, students will have learned to infer information about a statistical population from a sample, while accounting for the risks and margins of error involved.

Pré-requis obligatoires

Students are expected to have a solid grounding in basic mathematical concepts, including derivatives, integrals, and probability theory.

They should also be familiar with introductory statistics, covering topics such as random variables, expected value, variance, probability density and distribution functions, and cumulative distribution functions.

Mode de contrôle des connaissances :

The overall grade is determined by averaging the grades from the continuous assessment and the final exam.
The continuous assessment grade is based on a written exam, adjusted by the teaching assistant's evaluation of the student's participation in problem-solving sessions.
The final exam consists of a series of exercises that must be solved in a timed written test.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Sheldon Ross «A first course in probability » Prentice Hall;
- Larry Wasserman « All of statistics » Springer-Verlag.

José Trashorras received a PhD in Applied Mathematics from Paris-Diderot University in 2001. He was a visiting assistant professor at the University of Massachusetts Amherst (USA) in 2002-2003 and a Marie Curie Fellow at the University of Warwick (UK) in 2003-2004.

POOL 2 Marketing, communication & Branding

Digital Marketing

ECTS : 6

Enseignant responsable : Olivier BEAUNE

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Although traditional marketing strategies are still used, companies continue to shift their focus to digital approaches such as search engines, social media. These technologies take into account the journey of the customer and how they make their purchase decisions. It is important for marketers to have an understanding of digital marketing strategies and familiarize themselves with the key technologies underlying them. This course will offer students a panoramic view of digital marketing and provide insights into key strategies using Internet-based platforms. In addition, it will focus on content that resonates with consumers that helps businesses differentiate themselves in competitive markets. We will cover topicssuch as digital marketing strategy, search engine marketing, social media communication, content marketing. This course is on Moodle. **1** Introduction: Open your eyes and be curious. Understanding the digital ecosystem**2** Digital Marketing for Different Business Models **3** Fondations of Digital Marketing**4** Integrating digital into wider organization stratgy **5** Digital consumer and understand the Gen Z**6** Cases Debates **7** Using channel strategy to reach customers**8** Luxury Market digital and Metaverse **9** AMAZON , APPLE & L'OREAL business case**10** Conversation, retention and measurement **1 1** Innovation "before" Marketing: Added Value **12 Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to: - Understand current trends; - Recognize digital megatrends and best

practices; - Develop the skills to build an actionable digital marketing strategy that aligns with your business goals; - Navigate customer needs. Understand the new rules of competition as well as today's customers and their evolving needs and expectations; - Measure success and Optimization; - Leverage key enablers. Understand key enablers that allow for a transformation towards an agile customer-centric & digital organization; - Examine how companies use data, analytics, and activation tactics to target customers.

Pré-requis obligatoires

Marketing management course.

Mode de contrôle des connaissances :

Debate during the course (Oral) : 30 % final grade; Final examen: 70% final grade. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Visser, M., & Berry, M. (2024). Digital Marketing Fundamentals (3rd ed); - Aghazadeh, H., & Khoshnevis, M. (2024). Digital Marketing Technologies Olivier Beaune, lecturer, consultant and company manager. For the past 5 years he has been advising and accompanying boards of directors, executives, senior managers and entrepreneurs on accelerating business performance by leading the digital transformation. Prior to that, he worked for almost 20 years at L'OREAL. CDO, Chief of Digital Innovation, Learning & Business Transformation, he was the first in 2000 to join the L'OREAL Group's historical Division, then the selective Divisions in the Digital business, and has been working relentlessly with all the different stakeholders in the ramp-up of its digital transformation. Olivier is a specialist in international brands whose business model is BtoBtoC.

Luxury Marketing

ECTS : 6

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course provides an in-depth exploration of luxury marketing, emphasizing the specific strategies and tools used by high-end brands to create desirability, maintain exclusivity, and sustain long-term brand equity. Students will examine the management of product portfolios, pricing strategies, selective distribution, retail experiences, brand communication, and digital marketing, with attention to storytelling, creative direction, and influencer partnerships. The course includes a detailed case study analyzing contrasting approaches within the luxury sector, allowing students to link theoretical frameworks with practical applications. The objectives of the course are to equip students with the knowledge and analytical skills necessary to design coherent luxury marketing strategies, understand the balance between exclusivity and growth, and critically assess brand decisions in global and digital contexts. This course is on Moodle. **1** Luxury Value Creation & Perceived Value Engineering **2** Luxury Segmentation, Targeting & Client Archetypes **3** Luxury Product Strategy & Creative Direction **4** Pricing as a Marketing Tool in Luxury **5** Selective Distribution & Channel Control **6** Luxury Retail Marketing & Clienteling Excellence **7** Luxury Communication Strategy: Creating Desire, Not Demand **8** Influence, Celebrities & Opinion Leaders in Luxury Marketing **9** Digital Marketing for Luxury Brands **10** Brand Stretching, Line Extensions & Risk of Brand Dilution **11** Case Study: Hermès vs. Louis Vuitton - Two Opposite Marketing Models **12** Luxury Marketing Performance & Long-Term Brand Equity // Final exam

Compétences à acquérir :

By the end of this course, students will have acquired a solid understanding of the specific mechanisms of luxury marketing and value creation. They will be able to:

- analyze how luxury brands build and sustain desirability through symbolic value, pricing strategies, selective distribution, and controlled communication;
- develop the ability to design coherent luxury marketing strategies aligned with brand identity, creative direction, and long-term brand equity;
- critically assess digital and influencer marketing strategies in luxury, balancing visibility with exclusivity;
- apply luxury marketing frameworks to real brand cases and evaluating brand performance using long-term indicators rather than short-term sales metrics.

Pré-requis obligatoires

Students are expected to have completed introductory courses in marketing and consumer behavior, providing foundational knowledge of marketing principles, consumer decision-making, and basic business strategy.

Mode de contrôle des connaissances :

- Two interrogations (25% of the final grade each);
- Final exam (50% of the final grade).

Each interrogation as well as the final exam will contain multiple choice questions and open type questions. The passing grade for a course is 10/20. **Attendance** Attendance is **mandatory**. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is essential -- it is what makes classes both lively and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. Participation will be assessed based on the **quality** of contributions, not their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a **grade of zero** when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. **No direct negotiation with instructors about grades or assessments is permitted.**Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Kapferer, J.-N. & Bastien, V. - The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands;
- Wiedmann, K.-P., Hennigs, N. & Siebels, A. - Value-Based Segmentation of Luxury Consumption Behavior;
- Okonkwo, U. - Luxury Fashion Branding: Trends, Tactics, Techniques;
- Bain & Company (Annual Report) - Luxury Goods Worldwide Market Study;
- Chevalier, M. & Mazzalovo, G. - Luxury Brand Management: A World of Privilege;
- Kapferer, J.-N. - Kapferer on Luxury: How Luxury Brands Can Grow Yet Remain Rare.

Anastasija Stefanovic has a strong background in Economics and Strategic Management. She obtained both her Bachelor's and Master's degrees from the University of Belgrade, Serbia, with academic exchanges in Ljubljana, Slovenia, and Paris, France. During her undergraduate studies, she participated in multiple international projects at Delta Holding d.o.o., one of Serbia's largest corporate groups. During her Master's program, she spent a semester on academic exchange at Sorbonne Panthéon Paris 1, after which she was appointed as a teaching assistant. She currently teaches over 120 students, covering topics such as Statistics, Introduction to Economics, and International Economics..

Luxury, Fashion, French excellence

ECTS : 6

Enseignant responsable : Francoise BATHIE

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Luxury and Haute Couture have fostered French heritage for several centuries. Whether in fashion, jewelry, gastronomy, leather goods or even hospitality, France is home to prestigious brands, many of which are over a century old. Even though the French luxury industry has been struggling since 2024, it continues to have a significant impact on French GDP (3% in 2025). In such a context, we may wonder how the luxury industry can continue to grow while capitalizing on its history and heritage. This course isn't on Moodle. **1 0. Introduction** Organization - Program - Introduction **1. Luxury: one concept, many forms (part 1)** This module explores the emergence and evolution of luxury from prehistoric societies to contemporary global culture. It examines key historical periods including Antiquity, the Renaissance, and the

Grand Siècle to illustrate how the notion of luxury has been shaped, transformed, and diversified over time. **2 1. Luxury: one concept, many forms (part 2) Case study Course (part 2) 3 2. Craftsmanship and French know-how (part 1)** This section focuses on public policies, institutional frameworks, and cultural initiatives dedicated to the promotion, transmission, and sustainability of artisanal expertise. **Case study Course (part 1) 4 2. Craftsmanship and French know-how (part 2) Exhibition visit 5 3. From the Origins of Haute Couture to Fashion Week (part 1)** This module traces the historical trajectory from early trade guilds to the pioneering role of Charles Frederick Worth. It examines the institutionalization of haute couture through the creation of the Chambre Syndicale and its evolution into today's Fédération de la Mode et de la Haute Couture, including the emergence of Fashion Week as a global cultural event. **Case study Course 6 3. From the Origins of Haute Couture to Fashion Week (part 2) Exhibition visit 7 4. The Impact of Distribution on the Luxury Sector (part 1)** This section explores how distribution channels have shaped luxury consumption, from the rise of modern retail practices to the digitalization of the luxury industry. It covers the transformation of retail environments, omnichannel strategies, and the implications of ecommerce for luxury brands. **Professional lecturer Course 8 4. The Impact of Distribution on the Luxury Sector (part 2) Midterm quiz Case study 9 5. Luxury and Communication Strategies** This module examines communication practices in the luxury sector across centuries, from hallmarking and royal patronage to contemporary influencer culture and social media. It highlights the long-standing relationship between luxury, power, visibility, and influence. **Case study Course 10 6. Specificities of Luxury Marketing (part 1)** This final section identifies the distinctive features of luxury marketing, including the crafting of exceptional products, the management of symbolic value, and the creation of personalized customer experiences. It also addresses brand heritage, exclusivity, and the experiential dimension of luxury. **Professional lecturer Course 11 6. Specificities of Luxury Marketing** This final section identifies the distinctive features of luxury marketing, including the crafting of exceptional products, the management of symbolic value, and the creation of personalized customer experiences. It also addresses brand heritage, exclusivity, and the experiential dimension of luxury. **Case study Course 12 Final exam**

Compétences à acquérir :

By the end of the course, students will be able to:

- Understand the unique link between France, luxury, and haute couture by drawing on the history ofluxury and fashion;
- Grasp the impact of social changes on the luxury and fashion industries;
- Recognize artisanal crafts and craftsmanship as fundamental pillars of luxury;
- Understand the arts and crafts and artisanal expertise that form the foundations of luxury;
- Integrate the history and heritage of luxury brands into marketing and communication strategy.

Pré-requis obligatoires

There are no specific prerequisites. However, prior knowledge of marketing could be helpful.

Mode de contrôle des connaissances :

- Case studies : 1 oral presentation (20% of the overall grade) and 1 written submission (20% of the overall grade);
- Midterm quiz (20% of the overall grade);
- Final exam (40% of the overall grade).

The passing grade for a course is 10/20. **Attendance** Attendance is **mandatory**. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is essential -- it is what makes classes both lively and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. Participation will be assessed based on the **quality** of contributions, not their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a **grade of zero** when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. **No direct negotiation with instructors about grades or assessments is permitted.**Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- Ageorges, Sylvain (2006), Expositions universelles, Paris, Parigramme, 187 p;
- Alleres Dominique (2003), Luxe : Stratégies marketing , Economica;
- Bacha, M. and De Andia, B., Les expositions universelles à Paris de 1855 à 1937, Collection Paris et son patrimoine, Action artistique de la Ville de Paris, Paris, 2005;
- Baudot François (1999), Mode du siècle, Edition Assouline;
- Bordaz, R., (Ed.), Le Livre des expositions universelles 1851-1989, Editions des arts décoratifs, Hercher Union

centrale des arts décoratifs, Paris, 1983;
- Castarède, Jean (2012), Le luxe, 7e éd., Paris, P.U.F. « Que sais-je ? »;
- Castarede Jean (2014), Le grand livre du Luxe, Eyrolles;
- Castarede Jean (2008), Luxe et civilisations, Eyrolles;
- De Ferrière le Vayer, M., « Des métiers d'art à l'industrie du luxe en France ou la victoire du marketing sur la création », Entreprises et histoire 2007/1 (n° 46), p. 157-176. DOI 10.3917/eh.046.0157;
- Feydeau (de) E., Le roman des Guerlain, parfumeurs de Paris, Ed. Flammarion;
- Gabet O., Luxes, Ed., MAD;
- Greenhalgh, P., Ephemeral Vistas. The Expositions Universelles, Great Exhibitions and World Frais, 1861-1939. Manchester University Press, Manchester, UK, 1988;
- Join-Dieterle C. (1998), Les mots de la Mode, ACTES SUD Paris musée;
- Mendes V., Delahaye (2000), La mode au XXème siècle, Ed. Thames et Hudson, Collection Univers de l 'art;
- Meyer-Stabley B., 12 couturières qui ont changé l 'histoire, Ed., Eyrolles Poche;
- Milleret G., Les vitrines du luxe, Ed., Eyrolles;
- Morio P. (2022), 12 Vendôme, Maison Chaumet, Ed. Gallimard;
- Örmen C. (2013), Comment regarder la mode, Histoire de la silhouette, Hazan;
- Rapport du jury international de l 'exposition universelle internationale à Paris de 1889 à Paris.

Françoise Bathie graduated from ESSCA in 1996 and has held a CAPES in Economics and Marketing since 2013. She has developed her marketing experience within major groups such as SARALEE and CHANTELLE. There she acquired real expertise in Marketing and Fashion. Her career has also given her an in-depth understanding of marketing issues relating to collectioning, anticipating trends and changing consumer behaviour. Experiential marketing, behavioural science and lifestyle are her areas of expertise. Founder of the Hoppyssime agency, she offers made-to-measure to premium clientele around French know how, with a view to creating a special and lasting bond between brands and their customers. The agency is particularly committed to training and communication in all aspects of the arts, luxury and fashion. She works with students from leading business schools (SCIENCES PO Paris, HEC, Dauphine...), the Château de Versailles and luxury brands (DIOR, CELINE...) through lectures, learning expeditions...

The Power of Pricing

ECTS : 6

Enseignant responsable : Augustin MANCHON

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Pricing is no longer a narrow technical function.
It is the most powerful, cross-functional lever of value creation in modern organizations.
- CEOs use pricing to articulate strategy and value.
- CFOs improve profitability and valuation through pricing power.
- Marketers use pricing to express positioning and segmentation.
- Product managers orchestrate monetization and tiering.
- Entrepreneurs use pricing to validate business models.
- Sales teams defend price with value, not discounts.
- Data and AI teams design safe, transparent pricing algorithms.
- Consultants and private equity rely on pricing as lever #1 for EBITDA uplift.

In today's world, every business leader must master pricing.
This course provides a complete operating system for modern, strategic, ethical, AI-enabled pricing.
Why this course is especially relevant for French students
France is facing a moment of truth in competitiveness: inflation, tight margins, regulatory constraints, pressure on purchasing power, digital disruption, and intense global competition. In this environment, pricing power, transparency, and value communication have become strategic capabilities for French companies in luxury, retail, tech, industry, energy, mobility, and services.
French managers excel in analysis and engineering, but pricing -- the discipline that unifies strategy, value, finance, and psychology -- is rarely taught in France, despite being central to decision-making in real companies. This course fills a critical gap in French management education: it prepares students to design fair, transparent, value-driven, and competitive pricing models, deal with culturally unique consumer expectations, and operate confidently in high-regulation markets.
For students aiming for careers in consulting, corporate roles, entrepreneurship, or public institutions in France, mastering

pricing is now a decisive advantage.

Why international students benefit greatly from this course

For international students, pricing provides a unique lens to understand cultural differences, consumer expectations, and business norms across markets. Prices reveal how societies think about fairness, quality, negotiation, risk, transparency, and trust. Through case studies spanning the US, EU and Asia, students discover how the same product may require different value stories, pricing fences, discount practices, or AI guardrails depending on the local culture.

Pricing also exposes differences in regulation, competition, purchasing power, market maturity, and technology adoption. Whether you seek careers in global companies, consulting, tech, or international entrepreneurship, this course equips you with the ability to decode markets, adapt strategies globally, and design pricing systems that respect both business logic and cultural context.

The course was one of the most popular offerings in 2025 and was fully booked.

This course explores the strategic, analytical, and behavioral dimensions of pricing. Students will discover how pricing decisions impact profitability, customer perception, market dynamics, and innovation. Combining classical economic models with modern approaches--including digital pricing, behavioral economics, and AI--the course equips students to make pricing a core driver of competitive advantage. Case studies, simulations, and current events will complement theoretical learning.

This course is suitable for future consultants, entrepreneurs, marketing and finance professionals, or anyone aiming to design and manage pricing strategies in a rapidly changing world. This course is on Moodle.

1

Session 1 - Introduction to Pricing

Topic: What is Pricing? Definitions, Objectives, and Strategic Role

- History of pricing: barter to AI
- Key terms: price vs. value vs. cost
- The strategic role of pricing in business models
- Overview of pricing methods and when to use them

2

Session 2 - Price and Classical Economics

Topic: Elasticity, Monopoly, and Price Discrimination

- Supply and demand curves
- Price elasticity of demand and revenue optimization
- Market structures and pricing power
- Price discrimination

3

Session 3 - Strategic Pricing Approaches

Topic: Cost-Based, Competition-Based, and Value-Based Pricing

- Frameworks for each approach
- When each method works--and fails
- Transitioning from one model to another
- The role of internal capabilities and market maturity

4

Session 4 - Value Perception and Customer Psychology

Topic: Segmentation, Willingness to Pay, and Perceived Value

- Measuring and influencing willingness to pay
- Psychological pricing, decoy effects, and price perception
- Customer value mapping and persona-based pricing

5

Session 5 - Differentiated Pricing and Bundling

Topic: Versioning, Premiumization, and Yield Management

- Designing product versions (Good-Better-Best)
- Unbundling, bundling, and subscription packaging
- Yield and revenue management techniques
- Tiered pricing and customer self-selection

6

Session 6 - Pricing and Competition

Topic: Price Wars, Competitor Reactions, and Strategic Defense

- Analyzing competitor moves: game theory and signaling
- Price wars: triggers, costs, and exit strategies
- Defensive pricing tactics and customer retention
- Real-world war stories and what we learn from them

7

Session 7 - Pricing for Platforms and SaaS
Topic: Multi-Sided Markets, Network Effects, and Growth Models
- Platform pricing: user subsidies, monetization points
- SaaS metrics
- Tiered pricing for SaaS
- Freemium vs. premium strategies
- Intro to usage-based pricing
8
Session 8 - B2B Pricing and Negotiation
Topic: Complex Deals and Performance Pricing
- B2B buyer personas and procurement logic
- Configurable offers and quoting tools (CPQ)
- Value-in-use vs. value-in-exchange
9
Session 9 - Behavioral Pricing and Neuroscience
Topic: Anchoring, Loss Aversion, and Perception Biases
- The neuroscience of pricing perception
- Anchoring, decoys, framing, and relativity
- Reference prices and mental accounting
- How behavioral science reshapes pricing decisions
10
Session 10 - AI, Ethics, and Sustainability in Pricing
Topic: Dynamic Pricing, Algorithmic Fairness, and the Future
- Machine learning for pricing: what it can and cannot do
- Fairness, transparency, and algorithmic bias
- Legal constraints on automated pricing
- Carbon pricing, eco-conscious consumers, and sustainable value models
11
Session 11 - Mock Exam: Full Business Case Walk-Through
Topic: Structure, Reasoning, and Best Practices for Pricing Case Analysis
- How to read and structure a pricing case under time pressure
- Identifying segmentation, value drivers, and pricing problems
- Building a Good-Better-Best structure for the exam case
- Integrating behavioral pricing, fairness, and B2B elements
- Drafting an executive-style pricing recommendation
- Common pitfalls and how to avoid them in the final exam
12 Final Exam

Compétences à acquérir :

By the end of the course, students will be able to:
- Explain the main theories, models, and historical evolution of pricing
- Design pricing strategies adapted to customer segments, product lifecycles, and market structures
- Use analytical tools to evaluate elasticity, profitability, and competitor behavior
- Integrate customer psychology and behavioral insights into pricing tactics
- Apply differentiated pricing models such as bundling, versioning, and yield management
- Understand how AI and sustainability are reshaping pricing in the 21st century
- Make pricing decisions grounded in ethical, strategic, and data-informed perspectives Objectives
- Understand foundational and advanced concepts of pricing across B2C, B2B, SaaS, and platform business models
- Evaluate and apply various pricing approaches: cost-based, competition-based, and value-based
- Analyze customer psychology, segmentation, and willingness to pay
- Address pricing challenges in the digital economy, including AI, algorithms, and sustainability
- Develop frameworks to make ethical, legal, and effective pricing decisions in complex markets

Pré-requis obligatoires

None. No prior coursework in marketing, finance, or economics is required. The course is self-contained and suitable for students from diverse academic backgrounds.

Mode de contrôle des connaissances :

Evaluation
- Class participation - 40%

- Vignette essay - 20%
- Final Exam:
    - o Mutiple Choice - 10%
    - o Pricing strategy for a real or fictional company - 30%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Recommended but not compulsory:

- "The Strategy and Tactics of Pricing, a guide to Growing More Profitably" (2021) by Thomas Nagle
and 2 more, 5th or 6th editions are both fine
- "Smart Pricing" (2010) by Raju and Zhang

Augustin Manchon is a global expert in pricing strategy and business model innovation. A graduate of HEC Paris and NYU, he launched and led the pricing consulting practices at both Deloitte and Accenture in North America, becoming Global Head of Pricing in each firm.

Recognized by Slipstream as one of the world's Top 10 Pricing Experts since 2010, Augustin has advised CEOs and executive teams at Microsoft, Carrefour, Walmart, Schneider Electric, Renault, L'Oréal, and several Silicon Valley pioneers.

He is the founder of Manchon & Company, a boutique firm based in Paris and Toronto, and for over 16 years has helped companies develop innovative, profitable, and resilient pricing strategies.

Augustin also serves as a business angel, board advisor, and strategic partner to private equity firms. He is the co-author of Pricing: The New CEO Imperative, the first executive-focused book on pricing strategy.

POOL 3 Law, Institutions, Society & Contemporary Issues

Introduction to Military Planning

ECTS : 6

Enseignant responsable : Michael BENHAMOU (https://www.linkedin.com/in/michael-benhamou-113b3454/)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course is about applying military planning techniques to anticipate and manage contemporary crises. Students will be given the role of an advisor to military commanders from all geographies (Europe, America, Asia, Middle East). They will have to integrate the following parameters: economic forces and weaknesses, diseases, resource scarcity, climate change, supply chain tensions. Using data analysis and visuals,

students will react to geopolitical risks by designing defence scenarios - strategic mapping, center of gravity math, threat to opportunities ratios, battlefield options scoring.

Thiscourse is on Moodle.

1) The first four classes (4 x 3h) will explain our basic template for military crisis management.
2) Written exam on a contemporary security situation (3h).
3) External speakers will explain their own methodology and experience of war zones (3h).

4) Using the methodology and template that were provided, students will prepare oral military briefs based on six case studies (6 x 3h).
1 INTRO - a) presenting each other, b) philosophy of the course (values, defining warfare in the 21st century, reading & military research tips, Paris tips); c) detailing each oral brief cases.
2
METHODOLOGY (1) - explaining NATO planning standards. Steps: a) produce strategic visuals; b) create environment analytics (transport, topography, weather); c) create actor analytics (psychology, defence economics, logistics, society's weak signals). d) produce Center of Gravity **(CoG)** visuals.
3
METHODOLOGY (2) - a) produce strategic-level Courses of Actions **(CoA)** and choose one of them. b) full oral brief presented by the lecturer on the Roman Empire in the 3rd century CE as a standard example of what is expected; c) Students pick their own oral brief & group.
4
METHODOLOGY (3) - **review** by lecturer of the entire methodology through one specific case study based on ongoing news events to prepare for the written exam. Resolving this ongoing geopolitical case is done with the students' live support.
5
WRITTEN EXAM - with the support of forty pages of documentation, prepare **an emergency military note** to propose a solution to a crisis after having described three courses of action. Two specific visuals should be created alongside three-four pages of text leading to a preferred course of action.
6 EXTERNAL SPEAKERS - one French Army or NATO representative; and one climate/energy/logistics expert.
7
CASE 1 - advisor to the **Russian president** in 2021. The latter is asking you for three offensive options regarding Ukraine. Explain what these could be and choose one of them. Parameters involved: logistics, infantry masses, diplomacy.
8
CASE 2 - adviser to the **Iranian president** in 2026. Imagine that the current Mollah regime collapses. Present three geostrategic options to the new nationalist head of government in this moment of turmoil. Parameters involved: diplomacy, economic sanctions, military threats and opportunities.
9
CASE 3 - advisor to the **French president** in 2026. How could France improve its military and diplomatic layout from now to 2030? Present three scenarios based on specific data and maps. Parameters involved: public budgets, strategic culture, climate and logistics.
10
CASE 4 - advisor to the **Indian president** in 2026. Should India invest more or less in the Army, the Navy or in Air Forces in 2030? Present three options based on threat analysis. Parameters involved: public budgets, strategic culture, threat analysis.
11
CASE 5 - advisor to the **US president** in 2030. Present cold & bold policy options on Greenland, integrating several factors like mining potential, maritime trade, climate change impact or geopolitical opportunities vs damages. Parameters involved: macro-economic analysis, naval logistics, diplomacy.
12
CASE 6 - advisor to the **Turkish president** in 2040. Where should Turkey's diplomatic and military assets focus on in the next fifteen years? The Balkans? Russia and the Caucasus? Mesopotamia? Parameters involved: foresight analysis, socio-economic studies.
Final grades will then be given to all students.

Compétences à acquérir :

At the end of this course, students will know how to:
1) understand military Command and Control (C2) processes in order to better evaluate risks in the 21st century;
2) visualize your own thought process and improve your planning skills;
3) anticipate the deeper power dynamics at play in the 21st century.

Pré-requis obligatoires

Possessing data analytics skills are advised before taking this class – Excel, Power Point, Tableau and/or QGIS can also bring value. Basic algebra skills also necessary.

Mode de contrôle des connaissances :

1/ 50% of the grade (/10) for the preparation of an oral brief (30 slides) based on the template explained in the first four classes and on 500-600 pages of documentation provided by the lecturer. This 30 minutes brief will be followed by 30 minutes of Q&A. Students will work in groups of three to five.

2/ 50% for the final & individual written exam (/10) where students will work on a new case study based on a recent conflict (and on 50 pages of documentation). They will be asked to prepare a three-four pages text accompanied by visuals laying out their military recommendations.
3/ Class participation generates bonus points.
The passing grade for the course is 10/20.
Class policy: unexcused absences from exams and/or military briefs will result in zero grades in the calculation of numerical averages.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Aron (Raymond), Penser la guerre, Clausewitz, Gallimard, 1976;
- Beaujard (Philippe), Histoire globale, mondialisation et capitalisme, 2009;
- Benhamou, Guehenneux, Robinet, "Le Polad : bilan et rôle d'un conseiller particulier", Revue de Défense Nationale, 2017;
- Braudel (Fernand), Civilization and Capitalism, 1982;
- Dupuy (Trevor), Forecasting Battle Casualties and Equipment Losses in Modern War, 1995;
- Keegan (John), A History of Warfare, 1993;
- Koselleck (Reinhart), Futures Past: on the Semantics of Historical Time, 2004;
- Lawrence (Christopher), War by Numbers: Understanding Conventional Combat, 2017;
- Le Roy Ladurie (Emmanuel), "L'histoire immobile", Annales, 1974;
- Maddison (Angus), Growth and Interaction in the Modern Economy, 2005;
- NATO Doctrines - AJP 1D (Joint), AJP 3.2 (Land), AJP 4 (Logistics), AJP 5 (Planning);
- Piketty (Thomas), Capital in the 21st Century, 2013;
- RAND Corporation, Guide to Nation Building, 2007;
- Santacroce (Mike), Planning for Planners: Joint Operation Planning Process (JOPP), 2013;
- Stewart, Knaus, Can Intervention Work?, 2011;
- TRADOC, The Red Team Handbook, 2018;
- Yakovleff (Michel), Tactique théorique, 2016.

Michael Benhamou - director of the consultancy OPEWI - Europe's War Institute. Reserve officer in the French Armed Forces: political adviser for French, NATO and European Union operations (Kosovo, Afghanistan, Libya, Gulf, Indian Ocean with aircraft carrier Charles de Gaulle). His professional base is in Brussels, Belgium, and he often tours Europe to manage his consulting activities.

Sociology : Norms, Power, Organization

ECTS : 6

Enseignants : Murielle BEGUE, Marjolaine ROGER
https://dauphine.psl.eu/recherche/cvtheque/begue-murielle

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Social norms are the formal and informal rules that govern the behaviours of individuals in a specific society. Respecting them leads to integration whereas violating them involves sanctions.
The purpose of this course is to examine social norms from a sociological perspective: how are they elaborated? Implemented? What are the consequences on the social structure and cohesion of society?
The connection between social norms, inequalities and power is also established and discussed during this course, allowing a discussion of some major French, British and American thinkers such as Michel Foucault, Pierre Bourdieu, Erving Goffman, Arlie R. Hochschild, Beverley Skeggs.
This course ambitions to be an open-minded discussion place where French and international students can meet and exchange ideas on current issues in an academic setting.
Objectives :

- Introducing sociology: the discipline, tools, main theories and concepts, key issues;
- Acquiring conceptual tools to analyse and understand social transformations in contemporary societies through three main topics: norms, power, organizations;
- Connecting concepts and concrete situations, theoretical analysis and empirical knowledge;
- Recognizing the main methods used in sociology;
- Familiarizing oneself with several key sociological schools of thought;
- Reading ambitious academic texts, getting a sociological culture;
- Improving writing skills and removing inhibitions when it comes to speaking English.

This course is on Moodle.
1 General introduction to sociology
2 General introduction to sociology: concepts and methods (Mills)
3 Norms and Deviance: poverty (Simmel)
4 Norms and Deviance: stigmatization and labelling theory (Goffman and Darmon)
5 Power and Domination: discipline and surveillance (Foucault)
6 Power and Domination: social reproduction and distinction (Bourdieu)
7 Mid-term exam
8 Power and Domination: education and work (Skeggs, Lareau)
9 Organizations and Inequalities: status (Ridgeway)
10 Organizations and Inequalities: gender (Hochschild)
11 Organizations and Inequalities: communication and networks (Boltanski and Chiapello)
12 Conclusion
Final Exam

Compétences à acquérir :

- Reading, understanding and discussing key sociological texts;
- Comparing and debating concepts and theories in sociology;
- Recognizing the main methods and tools used in sociology;
- Questioning key issues in contemporary societies;
- Writing sociological essays;
- Improving oral and written academic English.

Pré-requis obligatoires

Intermediate or advanced English (read, written, spoken) necessary to study a social science discipline.
No prerequisite in sociology. A general introduction to sociology is provided at the beginning of the course.

Mode de contrôle des connaissances :

- Continuous assessment (50%)
o Mid-term exam (35%) - essay
o Class work (15%) - combining group presentations, facilitation, written tests and participation
- Exam (50%) - essay
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Class participation: Active class participation - this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.
Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

Bibliographie, lectures recommandées :

- ACKER, Joan (1990), "Hierarchies, Jobs, Bodies. A Theory of Gendered Organizations", Gender and Society, Vol. 4(2), pp.139-158;

- BOURDIEU Pierre (2001), "A Magnified Image", Masculine Domination, Polity press;
- BOURGOIS Philippe (2003), In Search of Respect. Selling Crack in El Barrio, Cambridge University Press;
- CASTELLS Manuel (2011), "Power in the Network Society", Communication power, Oxford University Press;
- FOUCAULT Michel (1977), "'Panopticism' from Discipline and Punish: The Birth of the Prison", Race/Ethnicity: Multidisciplinary Global Contexts, Vol.2, n°1, Autumn 2008;
- GIDDENS Anthony, Sociology, Polity press, 2006;
- GOFFMAN Erving (1963), "The Self and the Other", Stigma. Notes on the Management of Spoiled Identity, A Touchstone Book, 1986;
- HOCHSCHILD Arlie Russel (2003), The Managed Heart. Commercialization of Human Feeling, University of California Press;
- LAREAU Annette (2015), "Cultural Knowledge and Social Inequality", American Sociological Review, 2015, vol. 80(1), pp. 1-27;
- MAYER HACKER Helen (1951), "Women as a minority group", Social Forces, 30, 1951, pp.60-69;
- MILLS Charles Wright (1974), "The Sociology of Stratification", Power, Politics and People, Oxford University Press;
- RIDGEWAY Cecilia R., "Why Status Matters for Inequality", American Sociological Review, 2014, vol. 79 (1), pp. 1-16;
- SIMMEL Georg (1907), The Poor, Social Problems, vol.13, n°2, pp. 118-140, Autumn 1965, University of California Press;
- SKEGGS, Beverley (1997), "Ambivalent Femininities", in Formations of Class and Gender: Becoming Respectable (Chapter 6), London: Sage.

Murielle Bègue is a Doctor in sociology and has taught sociology, social sciences research methods and major contemporary issues in the university Paris-Dauphine-PSL since 2009. She has a Bachelor's degree in history from Paris IV-Sorbonne and graduated from Sciences Po Paris with a Master's degree.
Marjolaine Roger is a professeure agrégée in English, and has taught English and social sciences in the Université Paris-Dauphine since 2005. She has an MA in English studies from the Université Paris-III Sorbonne-Nouvelle, an MSc in Gender Studies from the London School of Economics, and a Postgraduate Certificate in Social Science Research Methods from the University of Kent in Canterbury.

Sociology of Paris

ECTS : 3

Enseignant responsable : Elodie EDWARDS-GROSSI (http://www.elodieedwardsgrossi.com)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

Throughout history, Paris has been described as the city of lights by many outside and inside commentators. As one of the main capital cities in Europe, Paris has attracted a wide diversity of residents, economic investments, and cultural activities across the centuries. Yet, less is known about Paris unique urbanization, the complex political and administrative relations between Paris, Greater Paris and the outer suburbs in Ile de France, and the rise of social and spatial inequalities in highly differentiated territories and neighborhoods in the metropolis.
This course aims to introduce students to qualitative field studies and sociological works produced in France and abroad about the Paris metropolis. More specifically, the course will build on the ways urban planners have conceived urban neighborhoods as social laboratories. The first weeks of the course will be devoted to studying how Paris in the 19th century and early 20th century became a highly polarized city,
whose boundaries slowly encroached upon the surrounding towns and villages. Drawing from a historical sociology approach, students will learn about the massive urban planning efforts undertaken to delimitate main avenues according to the Haussmanian plans and create urban parks such as Montsouris and the Buttes Chaumont, as well as relegating industrial territories to the periphery. The course will then move on to studying spaces of marginality and the spatial production of inequalities in and around Paris throughout the 20th and 21st centuries. Specific attention will be brought to theories and notions of ethnicity, race, assimilation and housing segregation and students will study the term "ghetto" to depict stigmatized territories in the post-Keynesian State. The course will also allow students to analyze case studies pertaining to bourgeois spaces and the social production of exclusivity and privilege in spaces such as the 16th arrondissement. Last but not least, the course will explore case studies about Greater Paris in the 21stcentury, showing how the Paris metropolis is an ever-changing urbanscape. Students will learn about the new Grand Paris Express metro project and how it will impact territories far beyond the administrative boundaries of Paris. Processes of gentrification and the production of highly differentiated real-estate markets and their socio-economic impact will be studied. Students will learn about how residents of these territories renegotiate their daily lives during these new urban planning initiatives and

how tensions over new real-estate projects such as eco-districts (écoquartiers) renew interrogations over social integration, political ecology and gentrification. This course is on Moodle. 1 Introduction to Sociology in Paris 2 A critical take on Haussmann: Housing Reform and the Production of Urban Spaces in the 19th century 3 Urban marginality Part 1. The "Zone" in the 1950s-1970s and the making of the Paris ring road 4 Urban marginality Part 2. New hopes, new fears. The public housing estates and their legacies 5 Urban marginality Part 3. The "banlieue" as territorial stigma: processes of racial and social relegation 6 Urban marginality Part 4. Immigration, diversity and working-class neighborhoods in Paris 7 The spatialization of the bourgeoisie Part 1. The gradual embourgeoisement of Paris over the late 20th-early 21st centuries 8 The spatialization of the bourgeoisie Part 2. The discreet charm of the High Bourgeoisie: Spatial Monopoly and Social Exclusion 9 The spatialization of the bourgeoisie Part 3. "Staying Bourgeois". Upper-middle-class gentrifiers moving to the first ring of Paris suburbs. 10 Paris and the Grand Paris Part 1. Contested spaces. The Paris Olympics 2024 and gentrification 11 Paris and the Grand Paris Part 2. New real-estate development and the case of ecodistricts 12 Final exam

Compétences à acquérir :

The course is structured as an advanced reading seminar in English: students will be able to improve their oral and writing skills in English and acquire specialized vocabulary in English pertaining to the social sciences.
Students will also learn about the methods of qualitative field study.

Pré-requis obligatoires

No prerequisites.

Mode de contrôle des connaissances :

- **Read all of the assigned texts each week** read the assigned readings every week and answer the questions
- **Posting comments (20%)**. Students will post a short position paper about the assigned readings each week on the online forum dedicated to the course. Each week, students will be responsible for reading and taking notes on the assigned readings before coming to class. Students are asked to post their comments on the readings (3-4 lines) no later than 24 hours before the start of the course session. The comments are designed to provide students with the opportunity to raise any questions they might have on the readings before class. Students may criticize the texts, answer their fellow students (and thus bounce back on previous comments) or draw parallels with personal readings in the social sciences. The comments may also provide a short, detailed analysis of any section of the assigned readings.
- **Curating the seminar (30%)**. Students will be divided into eleven groups. Each group will deliver one graded presentation during class. The group of students will be required to present a document (photograph, press article, in-depth interview, etc.) and introduce the discussion.
Students will be required to: 1. Present the document to the whole class for 15-20 minutes 2. Analyze it carefully and provide some historical context and/or discuss the arguments in close connection with the reading 3. Wrap up their thoughts and ideas in a conclusion 4. Lead the
discussion for 15 minutes. It is recommended that presenters consult the online forum postings and engage with them as a way to start the discussion.
- **Final exam (during 50%)**. Students will sit a written exam based on the readings and notions acquired during the class. The exam will take place on Week 12.
The passing grade for a course is 10/20.

Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Aranguren, Martin. 2024. "Racial discrimination in helping situations depends on the cost of help: A large field

experiment in the streets of Paris," The British Journal of Sociology, 76, no. 1, pp. 136-152;
- Aranguren, Martin. 2017. "Exploring the nonverbal facet of ethnic discrimination: a field experiment on anti-Roma racism in the Paris metro," Social influence, 12, no. 4, pp. 155-166;
- Beauchez, Jérôme and Zeneidi, Djemila. 2019. "Sur la Zone: A Critical Sociology of the Parisian Dangerous Classes (1871-1973)," Critical Sociology, 46, no. 4-5, pp. 693-710;
- Chabrol Marie, Collet Anaïs, Giroud Matthieu, Launay Lydie, Rousseau Max, Ter Minassian Hovig. 2022;
- Gentrifications. Views from Europe, Berghahn Books, Oxford-New York;
- Clerval, Anne. 2022. "Gentrification and social classes in Paris, 1982-2008," Urban Geography 43, pp. 34-58;
- Enright, Theresa E. (2013). "Mass Transportation in the Neoliberal City: The Mobilizing Myths of the Grand Paris Express," Environment and Planning A: Economy and Space, 45, no. 4, pp. 797-813;
- Freemark, Yonah, A. Bliss & Lawrence J. Vale. 2022. "Housing Haussmann's Paris: the politics and legacy of Second Empire redevelopment", Planning Perspectives 37, no. 2, pp. 293-317;
- Geay, Kevin. 2015. « Aux marges des beaux quartiers. Membres du Racing et prostituées au Bois de Boulogne», Genèses, 99, no. 2, pp. 8-27;
- Jounin, Nicolas, et al. 2015. « Le faciès du contrôle : Contrôles d'identité, apparence et modes de vie des étudiant(e)s en Île-de-France », Déviance et Société, Vol. 39, no. 1, pp.3-29;
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- Oberti, Marco and Quentin Ramond. 2020. "Housing tenure and educational opportunity in the Paris metropolitan area," Housing Studies, vol. 37, no. 7, pp.1079-1099;
- Oberti, Marco. 2020. "Urban and school segregation in the larger Paris metropolitan area: a complex interweaving with a strong qualitative impact on social cohesion," Handbook of Urban Segregation, Edward Elgar Publishing, pp.134 -150;
- Piganiol, Marie. 2021. "Le charme discret de la mixité. Comment attirer des ménages bourgeois dans les écoquartiers," Actes de la recherche en sciences sociales, 238, no. 3, pp. 56-81;
- Pinçon-Charlot, Monique and Michel Pinçon. 2018. "Social Power and Power Over Space: How the Bourgeoisie Reproduces itself in the City," International Journal of Urban and Regional Research, pp. 115-125;
- Préteceille, Edmond. 2007. "Is gentrification a useful paradigm to analyse social changes in the Paris metropolis?," Environment and Planning A, 39, no. 1, pp. 10-31;
- Rideout, Amy. 2016. "Beyond the Façade: Haussmannization in Paris as a Transformation of Society," Pursuit - The Journal of Undergraduate Research at The University of Tennessee, 7, no. 1;
- Shapiro, Ann-Louise. 1982. "Housing Reform in Paris: Social Space and Social Control," French Historical Studies, 12, no. 4, pp. 486-507;
- Simon, Patrick. "Gentrification of old neighborhoods and social integration in Europe, in Cities of Europe: Changing contexts, Local arrangements, and the challenge to Urban Cohesion," Blackwell Publishing Limited, 2005, pp. 210-232;
- Tissot, Sylvie. "French suburbs: A New Problem or a New Approach to Social Exclusion?," Center for European Studies, Harvard University, Working Paper Series n°160, 2008;
- Vergerio, Manon. "Mapping Gentrification Risk in the Grand Paris,"https://due-parsons.github.io/methods3-fall2018/projects/mapping-gentrification-risk-in-the-grand-paris/
- Wacquant Loïc. 2023. Bourdieu in the City: Challenging Urban Theory, Cambridge, Polity Press.

Élodie Edwards-Grossi is Associate Professor in Sociology at IRISSO, Université Paris Dauphine-PSL and a Junior Fellow at Institut Universitaire de France. A specialist of sociologist of race, medicine and health, she has authored three books including Mad with Freedom: The Political Economy of Blackness, Insanity and Civil Rights in the US South, 1840-1940, with LSU Press in Fall 2022 which was awarded the
2023 Jules and Frances Landry Award and Le racisme scientifique et médical: Circulations internationales et résurgences (with Delphine Peiretti-Courtis) with Presses Universitaires de France in 2026. Her articles have notably appeared in The American Sociologist, Endeavour, Genèses, Déviance et Société, Social Science Information, the American Journal of Public Health, and New Genetics & Society.
She is currently working on a new book which is tentatively titled Hidden in Plain Sight: Race, Stigma and Environmental Sacrifice in the Age of Petrocapitalism. The book examines the production of polluted spaces due to the presence of petrochemical and manufacturing industries in socially disadvantaged, neighborhoods in Los Angeles, California. Drawing from extensive fieldwork, the project focuses on how environmental sacrifice in polluted territories is inherently tied to the rise of environmental privilege in adjacent territories.

The Legal Dimension (s) of Corporate Social Responsibility

ECTS : 3

Enseignant responsable : Coralie RAFFENNE (https://dauphine.psl.eu/recherche/cvtheque/raffenne-coralie)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

The aim of this course is twofold:

- to provide an insight into current international, European and national interdisciplinary research and thinking on CSR and the law;
- to develop research and critical skills through assignments on a broad range of current issues and developments in the regulation of CSR.

This course is on Moodle.
1 CSR's definitional gap
2 Defining sustainability: the UN's Sustainable Development Goals
3 Sustainable Finance EU style: Sustainable Finance Action Plan : The Taxonomy regulation, the CSRD, The SFDR
4 Beyond transparency: the regulation of corporate due diligence: The Ruggie Framework, The UNGP and their national applications, the case of the French duty of vigilance
5 Corporations and Transnational environmental litigation: the Vedanta, Dooh v Shell and Total cases
6 EXAM

Compétences à acquérir :

Students taking this course will gain specific knowledge regarding both the legal regulation of CSR and the influence of CSR on the law. The focus will not be confined to French law but explore issues raised in international law, EU law and common law jurisdictions. Students will be expected to read and research broadly to build their own perspective on complex issues.

Pré-requis obligatoires

Basic undergraduate knowledge in law (even only national) and/or business.

Mode de contrôle des connaissances :

- 50% coursework: oral presentation, written test, participation, homework.
- 50% final written exam.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Baars, Grietje, Spicer Andre, The Corporation: A Critical, Multi-Disciplinary Handbook Cambridge University Press, 24 mars 2017;

- Beckers, A, Enforcing Corporate Social Responsibility Codes On Global Self-Regulation and National Private Law First Edition Hart Publishing, Oxford 2016;
- Crane, Andrew, The Oxford Handbook Of Corporate Social Responsibility (Oxford Handbooks in Business and Management), Sep 2009, Oxford University Press;
- Gond, Jean Pascal, Igalens, Jacques, La Responsabilité Sociale de L'Entreprise, 7 ème édition, 2023, Que sais-je, PUF;
- Kerr, Janda, Pitts, Corporate Social Responsibility - A Legal Analysis, 2009, LexisNexis Canada;
- Lyon, Thomas P., Maxwell John W., "Corporate Social Responsibility and the Environment: A Theoretical Perspective", 2007, Journal of Environmental Law;
- Mc Barnet, Doreen (ed), The New Corporate Accountability : Corporate Social Responsibility and the Law, Cambridge University Press, 2009;
- Christine Parker "Meta-Regulation: Legal Accountability for Corporate Social Responsibility?", The New Corporate Accountability: Corporate Social Responsibility and the Law, Cambridge University Press, 2007;
- Rühmkorf, Andreas, Corporate Social Responsibility, Private Law and Global Supply Chains, Corporations, Globalisation and the Law series, Edward Elgar Publishing, 2015;
- Sikka, Prem, "Smoke and mirrors: Corporate social responsibility and tax avoidance", 2010, Working Paper, University of Essex.

Coralie Raffenne holds an LL.M in International and European law and a Ph.D. in law (University of Warwick-UK). She has been teaching European Law and Corporate Social Responsibility at Dauphine for the past ten years. Her research interests include the CSR and the law, the corporate anthropocene and feminist economics.

POOL 4 Management, Strategy & Global Challenges

Advanced Leadership & Management

ECTS : 6

Enseignant responsable : Marie Noele SCHWARTZMANN

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

More than ever, the service/tourism/hospitality industries are struggling to attract and retain their talentsdespite the economic recession. Business world talks a lot about "brand employer, empowerment, slashing, coaching, people experience, soft skills, etc." as, indeed, Human Resources ("HR") must evolve & innovate to either improve performance or just survive!
HR needs to go to the next level. Initially it was the personnel department then companies realized it needed to transform this to something more human centric and it became the HR department. Now is the time to evolve again.
As potential future managers / executives / entrepreneurs, the way you will handle human capital, can either make you reach the highest levels or stop your professional advancement as you would reach a glass ceiling. Why? Because even if it does not seem important now or at the beginning of your carrier -Human Resources Management ("HRM"), might be the most complex & time-consuming task you will have to perform. Why? Because hard skills only will make you great professionals, but not a great leader, if you can't build a great team around you.
Worldwide trend is the globalization / standardization, but fortunately we are not there yet! We are lucky to still live in a multicultural environment. As future leader your playground will be multinational (firms,colleagues, customers) thus you also need to prepare yourself for managing people with different mindsets & backgrounds.
As a future inspiring leader, like it or not, your day-to-day will be human capital centric. So, prepare yourself by choosing this course! This course isn't on Moodle.
1 Introduction & objectives + Recruiting & contracting Part 1/2
2 Homework + Recruiting & contracting part 2/2
Employer brand // Personality test // Build a team // Contractual agility // Innovation
3 Onboarding & integrating part 1/2
Integration // Handover // Training // Internal network // Astonishment report // Trial period
4 Homework +Onboarding & integrating part 2/2
Integration // Handover // Training // Internal network // Astonishment report // Trial period
5 Motivate & develop part 1/2
Management style // Set goals // Appraisal // Progress // Training // Reward // sanction
6 Homework +Motivate & develop 2/2
Management style // Set goals // Appraisal // Progress // Training // Reward // sanction

7 Loyalty & retention part 1/2
Talent management // Retention plan // Well-being // Non-monetary // Internal transfer
8 Homework + Loyalty & retention part 2/2
Talent management // Retention plan // Well-being // Non-monetary // Internal transfer
9 Departure & exit part 1/2
Departure scenario // Transition // Skills Plan // Handover // Retraining // Employer Brand
10 Homework + Departure & exit part 2/2 + Conclusion
Departure scenario // Transition // Skills Plan // Handover // Retraining // Employer Brand
11 Rehearsal & Final Presentations
Prepare for the final case study presentations before the external jury
12 Final Case study per group
20-30' presentation + 10' Q&A in front of a jury

Compétences à acquérir :

This course aims to provide you with a 360° overview of human capital management within a multicultural organization. It will follow the employee journey main steps (recruiting, onboarding, develop, retention and exit) and the key interactions with human resources department.
You will better discover yourself, your values, your personality and the projection of your ideal professional life. We will also see how to:

- Use your management style to become a successful and inspiring leader;
- Identify and build a strong team around you;
- Empower and motivate them using innovative management techniques.
- Manage a team in a multicultural environment.

Everything you will learn here will help you both your personal and professional lives.

Pré-requis obligatoires

No specific pre-requisite. You just need to enjoy learning & playing at the same time!

Mode de contrôle des connaissances :

- 50% continuous assessment based on your active participation in class and on your homeworks.
- 50% final case study per group in front of a Jury (20-30' presentation + 10' Q&A). The groups and subjects will be chosen at the end of the first course.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Books & Articles
Goleman, D. (1995). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books.
Connects emotional intelligence to leadership effectiveness.
Goleman, D. The Six Leadership Styles.
Framework describing six emotional leadership approaches.
Sinek, S. (2014). Leaders Eat Last: Why Some Teams Pull Together and Others Don't. Portfolio.
Focuses on trust, empathy, and servant leadership in modern organizations.
Lencioni, P. (2002). The Five Dysfunctions of a Team: A Leadership Fable. Jossey-Bass.

A management fable about teamwork and trust within organizations.
Deming, W. E. The PDCA Cycle (Plan-Do-Check-Act): Continuous Improvement Method.
Also known as "Deming's Wheel," a key tool for iterative management improvement.
Maslow, A. H. The Hierarchy of Needs (Pyramid of Maslow).
A motivational theory explaining human needs and drivers of behavior
Filmography / Video Resources
Simon Sinek - TEDx Talks:
- Circle of Safety
- Trust vs. Performance
- Start with Why
Itay Talgam - TEDx Talk:
- Lead Like the Great Conductors
French born and mother of 2 lovely monsters. I studied in Dauphine and ESSEC. I speak 4 languages. After starting my carrier in finance & consulting in Ernst & Young TAS, I quickly joined the services industry - because I am passionate about the human capital - and the hotel industry is full of people and talent.
I was Vice President of International Operations in Louvre Hotels Group (French based Hospitality Group +11 brands / +40 countries & subsidiary of Jing Jang).
There, I oversaw:
- Our 22 Regional Offices (+40 countries / +300 hotels / +4500 employees);
- The post-acquisition & integration department;
- The international franchise & management contracts; and
- The Method & Process department.
One of my top priorities was to improve the brands quality and consistency thus I spend a lot of time in building and transferring know-how to my multinational colleagues. Another top priority was to work on the digitalization of our operational services in order to increase our efficiency optimizing the resources.
I was afterwards Chief Development Officer in Deutsche Hospitality (German Hospitality Group owner of Steigenberger & Intercity Brands & subsidiary of H-World / +120 hotels / 13 countries / 9 Direct Reports).
There I was part of the Executive Committee and in charge of the:
- Corporate Development worldwide for the 8 brands. From Franchise to Lease agreements;
- Feasibility department assessing the long-term risk and profitability of a new contract; and
- Franchise Operations department, building & transferring know-how to the hotels.

Companies as Political Actors: Between Market, State and Civil Society

ECTS : 3

Enseignant responsable : Lionel GARREAU (https://dauphine.psl.eu/recherche/cvtheque/garreau-lionel)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course explores the growing political role of companies in contemporary societies. Moving beyond the traditional view of firms as purely economic entities, it examines how businesses increasingly shape, contest, and co-produce public goods and collective norms -- from climate governance to digital surveillance, from social inclusion to public health. Through a series of thematic sessions, students will analyze how corporate strategies intersect with political and societal arenas. The course introduces key frameworks from strategic management, institutional theory, and business & society research, and mobilizes recent debates on corporate power, legitimacy, and responsibility. By engaging with concrete cases and current controversies, students will learn to critically
assess how companies act between market, state, and civil society to address (or sometimes exacerbate) societal challenges.
The course combines conceptual framing with active student participation to encourage critical engagement with real-world cases. It is organized around seven sessions: an introductory session presenting key theories of corporate political activity and six thematic sessions addressing major domains where firms act as political actors -- from natural resources and ways of life to data, minorities, and health -- followed by a concluding discussion on corporate governance and democracy. For Sessions 2 to 6, students work in small groups to prepare a short analytical memo on a company case of their choice, connecting it to the weekly theme. These memos serve as the basis for in-class discussion, where students present, debate, and confront perspectives in a semi-structured format inspired by roundtables, stakeholder role plays, or policy workshops. Each session closes with a brief synthesis linking empirical insights to the theoretical frameworks

introduced in class. This rhythm allows students to progressively build analytical and critical capacities, while ensuring that the course remains closely anchored in current societal and business issues. This course is on Moodle.
1 (1h30) Introduction: Companies as Political Actors: Forms of Corporate Political Activism
2 (3h) Companies, Natural Resources and the Planetary Commons
3 (3h) Companies and the Shaping of Lifestyles
4 (3h) Data, Surveillance and Digital Power
5 (3h) Companies, Minorities and the Politics of Inclusion
6 (3h) Companies, Health and the Public Interest
7 (1h30) Conclusion: Governing the Political Corporation -- Responsibility, Regulation, and Democracy

Compétences à acquérir :

By the end of the course, students should be able to:

- Understand the main theoretical perspectives on the political dimensions of business activity (corporate political strategy, non-market strategy, political CSR);
- Identify and analyze how companies influence, and are influenced by, public policies, regulations, and social movements;
- Discuss the implications of corporate political engagement for democracy, legitimacy, and the governance of societal issues;
- Develop a critical and reflective view of managerial responsibility in contexts where firms hold increasing political power.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

Component: Weekly memos (Sessions 2-6) 1 Description: 1-page preparatory notes connecting an example of corporate action to the session's theme Weight: **30%**
2 Component: In-class participation and discussion Description: Active and informed participation in class debates, peer exchanges, and critical reflection. Participation includes: asking questions, contributing to debates, engaging with peers, presenting arguments, and reacting to others' points of view. Weight: **50%**
3 Component: Final synthesis essay Description: 2000-word analytical essay integrating course concepts and empirical examples Weight: **20%**
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Mariotti, S. (2025). Firms as Political Forces for Good: Navigating Disorder and State Interventionism in A Multipolar World. Thunderbird International Business Review, 67(6), 783-796;
- Martin, R. L. and Reeves, M. (2022). Strategy in a Hyperpolitical World. Harvard Business Review, 47-52;
- Scherer, A. G., Palazzo, G. and Matten, D. (2014). The Business Firm as a Political Actor. Business & Society, 53(2), 143-156.

Lionel Garreau is an Associate Professor of Strategy at Université Paris Dauphine-PSL. His research examines how organizations articulate meaning and business models, with a particular focus on developing a systemic approach to strategy. He has published in leading international journals such as Strategic Organization, the British Journal of Management, the Scandinavian Journal of Management, and M@n@gement. At Dauphine, he directs the Master 2

Research in Management and the Executive PhD programs, fostering bridges between academic inquiry and managerial practice. He is also the co-founder and co-director of the Systemic Innovation and Management Institute, dedicated to advancing systemic thinking in management and strategy.

Corporate Strategy

ECTS : 6

Enseignant responsable : Francois-Xavier LOUIS

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The purpose of the course is to introduce students to Corporate Strategy in its main domains as business strategy, analysis of business environment, financials, business transformation, leadership and people management. Key questions of strategy development and implementation at the corporate level of a company would be covered: where should long term growth come from? How strategy is made within organizations and the role played by strategic planning systems. Understanding of competitive environment and forces. Linkage between strategy and financial analysis. Analysis of resources and capabilities of a firm. The analysis of competitive advantage. Defining corporate mission and vision. This course isn't on Moodle. **1** The concept of strategy - Role of strategy in success; Analysis, Strategic Framework **2** The concept of Strategy - Role of strategy in success; Analysis, Strategic Framework **3** The concept of strategy - Role of strategy in success; Analysis, Strategic Framework **4** Practical workshop: Group exercise - Artificial intelligence and digital transformation **5** Tools of the strategy analysis: Strategy & Profit, Competition analysis **6** Tools of the strategy analysis: Resources and Capabilities of the Firm **7 Mid-term Exam**: individual essay on an annual report, 25% of score. Organization, History, Structure and Management Systems **8** The analysis of competitive advantage **9** The analysis of Competitive Advantage - preparatory case with Tech & AI in focus(in groups) **10** Group Examination: Workshop in groups of 5 to 6 students, 25% of score **11** General review **12 Final Exam**: written individual essay, 50% of score

Compétences à acquérir :

By the end of this course, students will be able to:

- Conduct strategy analysis - Formulate business plans;
- Assess the competitive environment;
- Evaluate firms' resources and capabilities;
- Analyze organizational structures and value creation mechanisms.

Pré-requis obligatoires

Each student should have the Bloomberg digital application on his/her smart phone. The app is available of Apple Store, Play store etc.

Mode de contrôle des connaissances :

- Mid-Term written exam (25% grade);
- Group business case oral exam (25% grade);
- Final written exam (50% grade).

The passing grade for a course is 10/20. **Attendance** Attendance is **mandatory**. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is essential -- it is what makes classes both lively and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. Participation will be assessed based on the **quality** of contributions, not their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a **grade of zero** when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. **No direct negotiation with instructors about grades or assessments is permitted.** Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Comteporary strategy analysis; Robert M.Grant; 8th edition; Wiley; 2015;
- Competitive strategy Porter E. Michael; Free press; New York;

- Corporate strategy for sustainable growth; Guido Corbetta, Paolo Morosetti, Bocconi University Press, 2020;
- The art of Strategy; Avinash Dixit, Barry Nalebuff, Norton & Company, 2008;
- Corporate strategy, Theory and Practice; Ulrich Pidun, 2019;
- Good strategy, bad strategy; Rumelt Richard, ProfileBooks; 2013;
- Business process Management; Jeston John; Routledge; 2014.

Country Risk Management

ECTS : 6

Enseignant responsable : Anna DIMITROVA

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The objective of the Country Risk Management course is to explain how current and emerging economic, (geo)political, environmental, technological and societal risks affect the global business environment and how multinational companies adapt their strategies to these risks. The course is divided into three parts. The first part focuses on defining "country risk" and its main components studied through the analytical
lenses of PESTEL (PEST) and STEP models, and some strategic business cases. The second part explores qualitative and quantitative methods of country risk analysis (CRA), as well as the role of country risk assessment companies in doing country risk analysis and rating. A special emphasis is also placed on country risk mitigation strategies. The third and final part provides an overview of country risks in selected
countries and regions by identifying the risks and opportunities of doing business in Sub-Saharan Africa (SSA), the Middle East and North Africa (MENA) region, Latin America and Southeast Asia. This course is on Moodle.
1 Defining risk, risk management and country risk. Historical overview of country risk
2 The impact of political (expropriation, corruption) and geopolitical risks (populism, conflict and war, terrorism) on firm internationalization strategy
3 The impact of economic and financial risks (trade war, economic nationalism) on firm internationalization strategy
4 Global supply chain risks and disruptions
5 Cyber risks and business information security
6 The impact of social risks (boycott, reputational damage) and environmental risks on business cross-border operations
7 Qualitative (non-rating) methods and quantitative (rating) methods of country risk analysis. Country risk assessment companies. Country risk mitigation strategies and models.
8 Risks and opportunities of doing business in Sub-Saharan Africa (case studies)
9 Risks and opportunities of doing business in the Middle East and North Africa region (case studies)
10 Risks and opportunities of doing business in Latin America (case studies)
11 Risks and opportunities of doing business in Southeast Asia (case studies)
12 Final Exam

Compétences à acquérir :

By the end of this course, students should be able to:
1) Identify and analyze various risks companies should consider and deal with when expanding their operations abroad (export, FDI, etc.) to a given foreign country;
2) Conduct a country risk analysis of a target host country that a selected company would like to invest in by using qualitative and quantitative methods, including the creation of a country risk matrix;
3) Identify appropriate risk management tools and strategies, which companies can put in place to hedge against country risk, especially when doing business in conflict-affected and high-risk zones.

Pré-requis obligatoires

Not compulsory, but it would be helpful to have notions related to International Business, Global Strategy and Strategic Management.

Mode de contrôle des connaissances :

The objective of the Country Risk Management course is to explain how current and emerging economic, (geo)political, environmental, technological and societal risks affect the global business environment and how multinational companies adapt their strategies to these risks. The course is divided into three parts. The first part focuses on defining "country risk" and its main components studied through the analytical lenses of PESTEL (PEST) and STEP models, and some strategic business cases. The second part explores qualitative and quantitative methods of country risk analysis (CRA), as well as the role of country risk assessment companies in doing country risk analysis and rating. A special emphasis is also placed

on country risk mitigation strategies. The third and final part provides an overview of country risks in selected countries and regions by identifying the risks and opportunities of doing business in Sub-Saharan Africa (SSA), the Middle East and North Africa (MENA) region, Latin America and Southeast Asia. This course is on Moodle. 1 Defining risk, risk management and country risk. Historical overview of country risk 2 The impact of political (expropriation, corruption) and geopolitical risks (populism, conflict and war, terrorism) on firm internationalization strategy 3 The impact of economic and financial risks (trade war, economic nationalism) on firm internationalization strategy 4 Global supply chain risks and disruptions 5 Cyber risks and business information security 6 The impact of social risks (boycott, reputational damage) and environmental risks on business cross-border operations 7 Qualitative (non-rating) methods and quantitative (rating) methods of country risk analysis. Country risk assessment companies. Country risk mitigation strategies and models. 8 Risks and opportunities of doing business in Sub-Saharan Africa (case studies) 9 Risks and opportunities of doing business in the Middle East and North Africa region (case studies) 10 Risks and opportunities of doing business in Latin America (case studies) 11 Risks and opportunities of doing business in Southeast Asia (case studies) 12 Final Exam

Bibliographie, lectures recommandées :

- Bouchet, M., Fishkin, Ch. & Goguel, A. (2018). Managing Country Risk in an Age of Globalization: A Practical Guide to Overcoming Challenges in a Complex World, Palgrave;
- Miklian, J., & Katsos, J. (2025). Crisis: A Global Case Primer. Bridgebuilders Books;
- The Global Risks Report (2025), The World Economic Forum;
- Top Risks (2025), The Eurasia Group.

Anna Dimitrova is a Professor of International Business at the Department of Strategy, Entrepreneurship and International Business at ESSCA School of Management in Paris. She has been teaching undergraduate and postgraduate courses in Country Risk Management, International Business, International Trade, and Geopolitics and International Relations. Her teaching and research activities areon the intersection of geopolitics and international business and focus on country risk analysis and foreign direct investment (FDI), especially the impact of political risk on FDI in fragile and conflict-affected countries. She is the author of several books, book chapters and peer-reviewed articles that have been published in top-tier academic journals such as the Journal of World Business, International Business Review, Journal of International Management, Management Learning, Multinational Business Review, Management Decision, and others. She is an active member of several academic organizations, namely the Academy of International Business (AIB), the European Academy of International Business (EIBA) and CIFE (Centre International de Formation Européenne).

International Compliance Management

ECTS : 3

Enseignant responsable : Virginie SRECKI (https://dauphine.psl.eu/recherche/cvtheque/srecki-virginie)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

The objective of the class is to demonstrate the complexity of laws, regulations, standards and ethical practices that face international companies.
Compliance is polymorphic : CSR regulations, anti-bribery regulations, data protection laws, fight against fraud, anti-money laundering laws…a real complexity for companies.
Compliance management involves identifying, understanding and aligning with the regulatory requirements that apply to company, involving risk assessment, implementation of processes, internal control, training for employees… This course is on Moodle.

- 1 Introduction to compliance management
- 2 Anti bribery context - French regulation : Sapin 2FC (comparison with FCPA)
- 3 CSR & CSRD (EU)
- 4 Duty of care, GDPR and data protection officer
- 5 Fraud risk management
- 6 Stock exchange market regulations : SOX, AMF…
- 7 Case study preparation
- 8 Case study preparation
- 9 Oral presentation (2 groups)
- 10 Oral presentation (2 groups)
- 11 Oral presentation (2 groups)
- 12 Oral presentation (2 groups)

Compétences à acquérir :

By the end of the course, students will be able to:

- Understand the main legal and regulatory frameworks - hard law and soft law- governing international companies (anti-bribery, CSR/CSRD, GDPR, AML, stock-market regulations);
- Compare how compliance rules differ across jurisdictions (EU, US, international standards)understand extra-territoriality of certain regulations;
- Analyze real cases involving sanctions, fraud, corruption, data breaches, and regulatory failures;
- Identify and assess compliance risks and understand how companies implement controls, reporting, training, and communication;
- Develop practical compliance tools (training materials, communication supports, risk awareness actions);
- Deliver a structured and engaging oral presentation on a compliance issue using cases, data, and regulatory guidance.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

- Oral presentations in groups - case studies :

- Summarize legal aspects "hard law";
- Find former cases with sanctions & fines, make a press review on the subject + press scandals + research of interesting websites of regulators and recommendations from actors of "soft law";
- Compare companies regulated communication on the subject;
- Prepare communication tools: flyer, training session with quiz to confirm understanding, imagine events…;
- Feel confortable with long oral presentation (45 minutes + Q&A) keeping the attention of the public : nice canva or powerpoint, use of roleplay, films, instant MCQ…

- Complete a MOOC on cybersecurity :Intro to Cyber Security - Online Cyber Security Course - FutureLearn
- Pass UN certificate The Fight against Corruption

The numerical grade distribution will dictate the final grade. MOOC and certificate are subject to validation. Case study provides the only grade. The passing grade for a course is 10/20 + validation of MOOC and UN Certificate.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Introduction to Compliance management - Cybellium - Independently published of May 2025 (ISBN-13 : 979-8285411208);
- Governance, risk management and compliance Richard M. Steinberg Editor :John Wiley & Sons 2 August 2011 (ISBN-13 : 978-1118024300);
- The Cambridge Handbook of compliance - B Van Rooij & D.Daniel Sokol Editor : Cambridge University Press May 2021 (ISBN : 978-1108477123).

Virginie Srecki, graduated in finance & tax law in Paris Dauphine teaches classes in financial accounting, finance and tax law. Was responsible for Dauphine's campus in Madrid for 5 years. Developed an executive master in compliance in Dauphine-PSL and still manages a certificate (8 days) on fraud risk management.

Is director a master program in global management in Paris Dauphine.

International Management

ECTS : 6

Enseignant responsable : Ines MORTREUIL

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course provides students with a strong foundation in the principles of international management, focusing on how businesses operate, organize, and perform in a globalized economy. It explores international management through leadership, organizational design, digital transformation, performance management, communication, and well-being in global workplaces. It highlights the importance of purpose driven leadership and innovation-oriented teams, while equipping students with practical tools for managingacross cultures and generations. Through real-world case studies, interactive workshops, and guest lectures, students will develop the skills needed to integrate into international teams, manage across borders, and lead in a rapidly changing global environment. This course aims to:

- Provide a structured understanding of management principles in an international business context;
- Explore how organizations design their structures and strategies for global success;
- Equip students with practical tools and frameworks, such as PESTEL, CAGET, STAR, and Porter's Five Forces, to analyze international business environments;
- Develop students' ability to assess market entry strategies and performance management in multinational settings;
- Introduce leadership approaches, motivation, and psychological safety within global teams;
- Analyze digital transformation trends shaping the future of international management;
- Strengthen students' ability to apply management concepts to real-world scenarios through case studies, group projects, and interactive workshops.

This course is on Moodle. **1 Introduction to International Management and Business Environments** - What is management? Overview of key theories. - Role of a global manager in today's economy. - Defining international business environments - Case Study: How do global companies (ex. Apple, Patagonia) adapt to different markets? **2 Understanding Global Business Environments** - Frameworks for analysis: PESTEL and CAGET. - How global forces shape organizations. - Workshop: Mapping international business trends.. **3 Fundamentals of International Management** - Core management functions and global workforce diversity (generational and cultural differences). - Workshop: Comparing leadership and management across countries. **4 Cross-Cultural Leadership and Emotional Intelligence** - Decision-making, delegation, and emotional intelligence. - Building trust and credibility in global teams. - Guest Speaker: Insights from an international business executive.. **5 Organizational Design for Global Businesses** - Why structure matters in international management. - Introducing the STAR model (Strategy, Structure, Processes, Rewards, People). - Case Study: How Amazon, Google, and Unilever organize their global operations.. **6 Strategic Expansion and Market Entry Strategies** - Applying CAGET, PESTEL, and Porter's Five Forces to market entry. - Case Study: How Starbucks, Tesla, and IKEA expand internationally.. **7 Performance Management in International Teams** - Aligning goals, motivation, and productivity across cultures. - Designing effective performance management systems. - Workshop: Building a purpose-driven performance culture. **8 Psychological Safety and High-Performing Teams** - Why psychological safety matters for innovation and collaboration. - Creating positive and resilient team cultures. - Role-Play Exercise: Managing workplace challenges in multicultural teams. **9 Communication and Conflict Resolution in International Business** - Effective communication across cultures. - Managing remote and hybrid teams. - Case Study: Crisis communication in multinational contexts. **10 Digital Transformation and The Future of Management**- How AI, automation, and data-driven decisions reshape global leadership. - Guest Speaker: Trends in digital leadership and global collaboration. **11 Sustainability and Responsible Global Management** - The role of ethics, CSR, and sustainability in international business. - Case Study: How global firms integrate purpose and responsibility into their strategy. **12 Final Group Presentations and Course Wrap-Up** - Group project presentations and peer feedback. - Course synthesis and reflection on key insights in international management.

Compétences à acquérir :

By the end of the course, students will be able to:

- Apply key management concepts in an international business setting;
- Use strategic frameworks such as STAR, CAGET, PESTEL, and Porter's Five Forces;
- Recognize how organizational design impacts business success in global markets;
- Understand the role of leadership, motivation, and psychological safety in teams;
- Improve communication and conflict resolution skills in diverse professional settings;
- Prepare for integration into international workplaces, whether at home or abroad.

Pré-requis obligatoires

This course is open to undergraduate students at Dauphine with an interest in international business, management, or global affairs. While no prior coursework in management is required, students should:

- Have an interest in international business and organizational strategy;
- Be willing to engage in discussions and collaborative activities;
- Show openness to diverse perspectives and strategic thinking.

Mode de contrôle des connaissances :

To ensure an engaging and interactive learning experience, students will be evaluated through a mix of individual and group assignments, case studies, and participatory activities.
o **Class Participation & Engagement (15%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives.
o **Individual Assignments & Reflections (25%)** Students will work on short written analyses, reflection papers, or short quizzes after key sessions to ensure individual comprehension and critical thinking.
o **Group Case Studies & Workshops (30%)** Students will collaborate on real-world business cases and simulations, applying international management frameworks to practical challenges.
o **Final Group Project & Presentation (30%)** Development of an international management strategy for a selected organization. The project will be presented during the final session, demonstrating analytical depth, creativity, and teamwork.
The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- Hill, C.W.L., and Hult, G.T.M. (2021). International Business: Competing in the Global Marketplace;
- Peng, M. W., and Meyer, K.E. (2019). Global Business;
- Luthans, F. and Doh, J.P. (2018). International Management: Culture, Strategy, and Behavior;
- Porter, M.E. and Kramer, M.R. (2011). Creating Shared Value. Harvard Business Review;
- Harvard Business Review: 10 Must Reads on Strategy, Managing People, and Business Model Innovation;
- Liker, J.K. (2004, updated edition:2021). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer;
- Senge, P. (1990, updated edition:2006). The 5th Discipline: The Art and Practice of The Learning Organization;
- Kates, A. and Kesler, G. (2015). Bridging Organization Design and Performance;
- Simon Sinek (2009). Start with Why;
- Amy Edmondson (2019). The Fearless Organization;
- Meyer, E. (2014). The Culture Map: Breaking Through the Invisible Boundaries of Global Business;
- Hastings, R. and Meyer, E. (2020) No Rules Rules: Netflix and the Culture of Reinvention.

Supplementary Online Readings

- Preparing for the future of work. An interview with Amy Kates 2021
- In the spotlight: Performance management that puts people-first (2025). McKinsey&Company
- Helliwell, Layard & Sachs (2025) World happiness report
- Harvard Business Review: Articles on international business

Ines Mortreuil Rogic is a lecturer in management sciences, strategy consultant, and executive coach with an international background and extensive professional experience in organizational cultures. She specializes in strategic organizational design, cross-cultural management, governance, and strategic communication, advising executives, public

institutions, and global organizations on leadership, decision making, and cultural transformation. With a career spanning management consulting and executive coaching, she bridges academic theory with real-world business challenges. Her dynamic, experiential teaching approach incorporates case studies, strategic simulations, and professional insights, enabling students to develop cross-cultural competencies, sharpen their managerial reflexes, and refine their ability to work effectively in teams. Passionate about preparing future leaders, she equips students with the essential tools to better understand organizations and future work environments, foster meaningful collaborative interactions, and develop deeper selfawareness. Through this, students learn to express their full capacities and talents, becoming confident, inspiring contributors in diverse professional settings.

Management and Organizational Behavior

ECTS : 3

Enseignant responsable : Ines MORTREUIL

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course introduces students to the principles of management and organizational behavior, focusing on how individuals and groups interact within organizations and how managers can foster effective, ethical, and motivating work environments. Through case studies, interactive discussions, and self-reflective exercises, students will build a foundational understanding of what makes organizations function successfully -- from decision-making and leadership to motivation, communication, and culture.
While students may not yet have extensive professional experience, the course will help them make sense of the dynamics they will soon encounter in internships, team projects, and early career roles. It will also strengthen their analytical, relational, and communication skills -- essential assets for future professionals in any field.
This course aims to:

- Introduce the main theories and models of organizational behavior;
- Explain how management principles influence individual and collective performance;
- Develop students' understanding of motivation, leadership, communication, and teamwork;
- Encourage reflection on their own values, strengths, and interpersonal style;
- Prepare students to navigate organizational life with confidence and awareness.

This course is on Moodle. 1 **Introduction to Management and Organizational Behavior** - Introduction to management and organizational behavior. - Why study OB? The individual-group-organization framework. - Overview of course structure and expectations 2 **The Individual in the Organization: Personality, Values, and Perception** - How individual differences shape behavior at work. - Personality traits, perception, and decision biases.. 3 **Motivation at Work: What Drives Us** - Classic and contemporary motivation theories. - Intrinsic vs. extrinsic motivation. - Purpose and autonomy. 4 **Emotions, Emotional Intelligence, and Well-being** - The role of emotions and empathy in leadership and teamwork. - Emotional intelligence and workplace well-being. 5 **Psychological Safety and Learning in Teams** - Why psychological safety matters. - Creating trust, openness, and learning-oriented teams. 6 **Decision-Making and Behavioral Biases** - Rational vs. bounded rationality. - Intuition and decision traps. - Individual and group biases. 7 **Leadership: From Power to Purpose** - Leadership theories (trait, behavioral, transformational, authentic). - The power of purpose and ethical influence. 8 **Teamwork, Collaboration, and Performance** - Team development, diversity, and collective intelligence. - Designing effective teams and feedback loops 9 **Organizational Culture and Communication Across Cultures** - Understanding organizational culture and subcultures. - Communicating effectively across boundaries.. 10 **Organizational Design, Change, and Learning** - How structure influences behavior. - The learning organization and systems thinking. 11**The Future of Work** - Evolving organizations: hybrid work, sustainability, technology, and purpose. - What makes a future-ready workplace. 12 **Integration & Reflection: Learning from Organizational Behavior** - Group project presentations and synthesis. - Reflection on lessons learned: how OB concepts help us understand and improve organizational life.

Compétences à acquérir :

By the end of the course, students will be able to:

- Identify and explain key concepts in organizational behavior and management;
- Analyze real-life organizational situations using OB frameworks;
- Recognize the impact of culture, leadership, and motivation on performance;
- Demonstrate interpersonal communication and teamwork skills in collaborative activities;
- Reflect on personal growth, self-awareness, and future professional aspirations.

Pré-requis obligatoires

This course is open to undergraduate students at Dauphine with an interest in understanding how people and teams function within organizations. No prior coursework in management or psychology is required.
Students are expected to:

- Have proficiency in English (as the course will be conducted in English);
- Be curious about human behavior, teamwork, and leadership in organizational settings;
- Be ready to participate actively in discussions, exercises, and group activities.

Demonstrate openness to diverse perspectives and a willingness to reflect on their own experiences and learning.

Mode de contrôle des connaissances :

To ensure an engaging and interactive learning experience, students will be evaluated through a mix of individual and group assignments, case studies, and participatory activities.
o **Class Participation & Engagement (25%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives.
o **Case Studies & In-class Assignments (25%)** Students will work on real-world case studies, applying the course concepts to real or simulated scenarios. Group activities will include role-playing exercises and collaborative problem-solving.
o **Group Project & Presentation (40%)** Teams will analyze an organization, diagnosing its motivation, culture, or leadership style. The project will be presented in class, demonstrating critical analysis and application of course concepts.
o **Reflective Essay (10%)** Short personal reflection on learning outcomes.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive.
Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- Robbins, S. P. and Judge, T. A. (2023). Organizational Behavior. Pearson. - Locke, Edwin T. (2003). Handbook of Principles of Organizational Behavior. Wiley-Blackwell;
- Pink, Daniel H. (2010). Drive: The Surprising Truth About What Motivates Us. Canongate Books;
- Edmondson, Amy (2019). The Fearless Organization. Wiley;
- Goleman, D. (1995). Emotional Intelligence. Bantam;
- Simon Sinek (2009). Start with Why;
- Meyer, E. (2014). The Culture Map: Breaking Through the Invisible Boundaries of Global Business;
- Senge, P. (2006). The Fifth Discipline: The Art and Practice of the Learning Organization;
- Kates, A. and Kesler, G. (2015). Bridging Organization Design and Performance.

Supplementary Online Readings - Preparing For The Future Of Work. An interview with Amy Kates (2021)- In the spotlight: Performance management that puts people first (2025). McKinsey and Company - Helliwell, Layard and Sachs (2025). World Happiness Report - Harvard Business Review: Global Teams That Work by Tsedal Neeley (2015)- Kahneman, Daniel, and Sara Frueh. "Try to Design an Approach to Making a Judgment; Don'tJust Go Into It Trusting Your Intuition." Issues in Science and Technology 38, no. 3 (Spring 2022): 23-26.

Ines Mortreuil Rogic is a lecturer in management sciences, strategy consultant, and executive coach with an international background and extensive professional experience in organizational cultures. She specializes in strategic organizational design, cross-cultural management, governance, and strategic communication, advising executives, public institutions, and global organizations on leadership, decisionmaking, and cultural transformation. With a career spanning management consulting and executive coaching, she bridges academic theory with real-world business challenges. Her dynamic, experiential teaching approach incorporates case studies, strategic simulations, and professional insights, enabling students to develop cross-cultural

competencies, sharpen their managerial reflexes, and refine their ability to work effectively in teams. Passionate about preparing future leaders, she equips students with the essential tools to better understand organizations and future work environments, foster meaningful collaborative interactions, and develop deeper self-awareness - key dimensions of **Organizational Behavior**. Through this, students learn to express their full capacities and talents, becoming confident, inspiring contributors in diverse professional settings.

Risk Management

ECTS : 3

Enseignant responsable : Emmanuel PASCAL (https://dauphine.psl.eu/recherche/cvtheque/pascal-emmanuel)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course provides students with a robust knowledge of the risk management challenges with concrete examples of the impacts on corporations. It goes through the different concepts of risk management and explores different types of risks but also ways to mitigate them. It also teaches methods and techniques to assess and manage risks from different points of view (auditors, risk managers, financial analysts, bankers). Through real-world case studies, interactive workshops, videos, students will develop the skills needed to manage risk management topics, learn about a wide range of risk categories, conduct risk analysis of a corporation, understand the use of AI in risk management and demonstrate their skills in this evolving area.
This course aims to:

- Build a strong knowledge of risks and opportunities that could impact corporations;
- Make sure students have the right mindset to work on these topics and understand for instance why opportunities are sources of risks;
- Develop a robust understanding of potential impacts and consequences of risks and opportunities;
- Provide students with key methods and tools to conduct risk assessment and explore the use of AI to manage risks;
- Develop students' skills to assess risks in a sector but also identify how to mitigate risks;
- Present main current concerns but also explore emerging risks such cyber or cryptocurrency risks;
- Provide an overview of risks through description and analysis of risk situations.

This course isn't on Moodle.
1 Introduction to risk management concepts
- Understand the fundamentals of risks management (ERM) and roles
- Learn about the different categories of risks and their importance
- Understand concepts (micro and macro risks, strategic/ process risks, profile…) used to identify risks
- Workshop on how to identify risks in different sectors

2 Advanced risk management techniques
- Understand the concept of value risks
- Breaking down the risk including root cause analysis and other advanced techniques
- Using AI (and not only GEN AI) to assess risks
- Crisis management

Workshop on how to deal with crisis (simulation of crisis)
3 Understanding risks management challenges
- Focus on risks challenges in financial markets
- Risks managers
- Importance of internal and external auditors
- Case study: financial markets risk

4 Managing Macro risks (risks affecting potentially all corporations)
- Description of concepts and consequences of macro risks
- Understand macro risks by analyzing use cases

Workshops to assess macro risks mitigation in corporations
5 Managing micro risks (risks affecting individual corporations)
- Overview of micro risks situations through description of use cases
- Understand emerging risks (Fraud, Cyber, Crypto risks…) and impacts on corporations

Workshop on how to mitigate micro risks in different situations
6 Final Exam - Evaluation and Reflection
- Written assessment covering key concepts presented in the course
- Presentation of projects

Discussion on key takeaways and course feedback

Compétences à acquérir :

By the end of the course, students will be able to:

- Understand basic and advanced concepts of risk management such as risk mapping, risk acceptance;
- Understand the use of risk management in corporations;
- Identify risks and opportunities with techniques and develop a mindset to identify risks;
- Identify the different roles involved in risk management (risk managers, audit…);
- Have a knowledge of the main risk categories (finance, operations, fraud, cyber…);
- Conduct a risk assessment of a corporation;
- Gain an overview of advanced techniques (root cause analysis, postmortem…);
- Set up risk monitoring tools (risk register, risk map…);
- Propose ways to mitigate risks.

Pré-requis obligatoires

This course is open to undergraduate students at Dauphine with an interest in emerging topics, financial topics and audit. While no prior coursework on risk management is required, students should:

- Have an interest in risk challenges and concerns;
- Understand financial processes of corporations;
- Be willing to engage in discussions and collaborative activities;
- Show openness to diverse perspectives and strategic thinking.

Mode de contrôle des connaissances :

- To ensure an engaging and interactive learning experience, students will be evaluated through a mix of individual and group assignments, case studies, and participatory activities.
o **Class Participation & Engagement (10%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives.
o **Case Study Analysis & Group Activities (25%)** Students will work on real-world case studies, applying the course concepts to risk management scenarios. Group activities will include role-playing exercises and collaborative problem-solving.
o **Final Project/Presentation (25%)** Students will develop a risk management analysis for a chosen organization. The project will be presented in class, demonstrating critical analysis and application of course concepts.
o **Final Exam/Assessment (40%)** A written exam testing students' understanding of key theories, frameworks, and their practical applications in multicultural management.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- Enterprise Risk Management Integrating with Strategy and Performance, COSO, 2017;
- Risk in Focus 2026, hot topics for internal auditors, IA foundation;
- Risk management and internal control systems, AMF (2010);
- Future Risks Report AXA (2025);
- Root Cause Analysis - An Effective Practice To Drive Audit Quality, PCAOB (2025).

Emmanuel Pascal, CIA, CFE, CRMA, is a graduate of ISC Paris and obtained an Executive master's degree in finance

from HEC. After 3 years at Arthur Andersen, he created and led for 5 years the internal audit department of the Réunion des Musées Nationaux (French Museums). He then joined the Corporate Audit Department of Brakes in 2005 as a Corporate Audit Manager. After the purchase of Brakes by Sysco in 2016, he set up and led the European Audit team until January 2022 and managed Fraud investigations in Europe. He then worked in cybersecurity in a consulting firm and created his data governance firm in 2023 proposing training and consulting services in the fields of audit, data analytics, compliance, sustainability and Forensics.
He is also a trainer (in English and French) in Audit, Data Analytics, Sustainability and Fraud fighting in French universities and schools (Dauphine, Sorbonne, Audencia, DeVinci). He speaks regularly on Fraud in the French IIA chapter webinars and will give trainings for the chapter on Fraud investigations in 2026. He manages the Fraud forum for the Chartered Institute of Internal Auditors (CIIA) that introduces internal auditors to Fraud topics through regular webinars.
Emmanuel is also a current member of the IA foundation's CREA (Committee of Research and Education Advisors) and takes part in the Internal Audit Academic Alliance, an education framework supported by the Institute of Internal Auditors (IIA) to improve the quality of audit training in the world. He contributed to research papers for the French IIA chapter and published articles in Fraud intelligence. He cowrote the data analytics chapter of the Aci's Handbook published in 2023. He also regularly takes parts in conferences in France and abroad.

Sustainibility Challenges

ECTS : 3

Enseignant responsable : Emmanuel PASCAL (https://dauphine.psl.eu/recherche/cvtheque/pascal-emmanuel)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course provides students with a robust knowledge of the sustainability challenges with concrete examples of the impacts on corporations. It goes through the different topics covered by ESG and the different steps needed to build a sustainable or extra financial statement. It also describes the challenges faced by actors in the financial sector to cover sustainability (auditors, bankers, financial analysts).
Through real-world case studies, interactive workshops, videos, students will develop the skills needed to manage sustainable topics on a global scale, conduct deep analysis of a corporation and demonstrate their skills in this emerging area.
This course aims to:
- Build a strong knowledge of risks and opportunities in the sustainability context and concepts such as double materiality
- Make sure students have the right mindset to work on these topics
- Develop a robust understanding of potential impacts and consequences of Climate change but also of available solutions
- Provide students with key methods and tools to conduct sustainability analysis of corporations such as Chain Value
- Develop students' skills to assess risks in the field of sustainability and understand key needs in sectors at risks
- Give the ability to learn how to audit extra financial reporting statements
- Explore emerging fraud risks such as greenwashing
- Provide an overview of the evolution of corporation strategies because of Sustainability This course isn't on Moodle.

1 Introduction to sustainability and review of impacts for corporations
- Understand the fundamentals of the global ESG framework
- Understand the challenges faced by corporations' stakeholders through uses cases
- Understand impacts on the environment, people (Social) and the business environment (Governance)

2 Review of solutions developed by corporations to improve sustainability
- Overview of existing solutions to mitigate risks and adapt to the new environment
- Workshops on how to mitigate the impact on sustainability of a corporation ("Green or Greener")
- Case study: how sectors at risks (luxury and cruises) are facing sustainability risks

3 How sustainability can affect a corporation strategy and performance to mitigate financial risks
- Financial risks linked to climate change concepts and frameworks
- The evolving role of CFOs
- Workshops to define and implement relevant KPIs
- Case study: How to make financial and extra financial information work together

4 How Sustainability can affect the financial sector
- The impact of sustainability on banks and financing
- Sustainability for banks in Europe - SFDR
- Workshops to assess financial risks in corporations

5 Managing and auditing extra financial reporting
- Overview of global extra financial reporting frameworks
- Description of extra financial reporting audit methods
- Use cases to find out about Greenwashing and learn how to detect it

6 Final Exam - Evaluation and Reflection
- Written assessment covering key concepts presented in the course
- Presentation of projects
- Discussion on key takeaways and course feedback

Compétences à acquérir :

By the end of the course, students will be able to:
- Assess risks linked to climate changes but also ESG topics;
- Understand solutions to mitigate these risks;
- Conduct a value chain analysis;
- Identify stakeholders and how to interact with them;
- Conduct a double materiality analysis;
- Prepare to understand and audit a sustainability report;
- Identify the challenges in a corporation linked to extra financial reporting;
- Understand the impact of sustainability on the financial sector.

Pré-requis obligatoires

This course is open to undergraduate students at Dauphine with an interest in emerging topics, financial topics and audit. While no prior coursework on sustainability is required, students should:
• Have an interest in sustainability challenges and concerns.
• Have an understanding of the financial processes of corporations.
• Be willing to engage in discussions and collaborative activities.
• Show openness to diverse perspectives and strategic thinking.

Mode de contrôle des connaissances :

- To ensure an engaging and interactive learning experience, students will be evaluated through a mix of individual and group assignments, case studies, and participatory activities.
o **Class Participation & Engagement (10%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives.
o **Case Study Analysis & Group Activities (25%)** Students will work on real-world case studies, applying the course concepts to real-world sustainable challenges scenarios.Group activities will include role-playing exercises and collaborative problem-solving.
o **Final Project/Presentation (25%)** Students will develop a sustainable analysis and strategy for a chosen organization. The project will be presented in class, demonstrating critical analysis and application of course concepts.
o **Final Exam/Assessment (40%)** A written exam testing students' understanding of key theories, frameworks, and their practical applications in sustainability management.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- Enterprise Risk Management Applying enterprise risk management to environmental, social and governance-related

risks , COSO (2018);
- Handbook Harmonized Framework for Impact Reporting, ICMA (2021) - Green bond principles;
- Managing Fraud Risks in an Evolving ESG Environment, the ACFE (2022);
- Sustainable Finance Roadmap 2022-2024, ESMA (2021);
- Limited assurance engagement - certification of sustainability reporting and verification of disclosure requirements set out in article 8 of regulation (eu) 2020/852, H2A (2024);
- Internal control over sustainability data, ACCA & IA Foundation (2025);
- Beyond ESG, Mc Kinsey (2025).

Emmanuel Pascal, CIA, CFE, CRMA, is a graduate of ISC Paris and obtained an Executive master's degree in finance from HEC. After 3 years at Arthur Andersen, he created and led for 5 years the internal audit department of the Réunion des Musées Nationaux (French Museums). He then joined the Corporate Audit Department of Brakes in 2005 as a Corporate Audit Manager. After the purchase of Brakes by Sysco in 2016, he set up and led the European Audit team until January 2022 and managed Fraud investigations in Europe. He then worked in cybersecurity in a consulting firm and created his data governance firm in 2023 proposing training and consulting services in the fields of audit, data analytics, compliance, sustainability and Forensics.
He is also a trainer (in English and French) in Audit, Data Analytics, Sustainability and Fraud fighting in French universities and schools (Dauphine, Sorbonne, Audencia, DeVinci). He speaks regularly on Fraud in the French IIA chapter webinars and will give trainings for the chapter on Fraud investigations in 2026. He manages the Fraud forum for the Chartered Institute of Internal Auditors (CIIA) that introduces internal auditors to Fraud topics through regular webinars.
Emmanuel is also a current member of the IA foundation' s CREA (Committee of Research and Education Advisors) and takes part in the Internal Audit Academic Alliance, an education framework supported by the Institute of Internal Auditors (IIA) to improve the quality of audit training in the world. He contributed to research papers for the French IIA chapter and published articles in Fraud intelligence. He cowrote the data analytics chapter of the Aci's Handbook published in 2023. He also regularly takes parts in conferences in France and abroad.

POOL 5 Entrepreneurship, Innovation, Tech & Digital Transformation

Data and Business Insights

ECTS : 3

Enseignant responsable : Anouck ADROT (https://dauphine.psl.eu/recherche/cvtheque/adrot-anouck)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course aims to:

- Learn how data and datafication shapes business models, production of services and goods as well as policies and the functioning of societies;
- Learn to exploit data and produce a relevant storyline based on its visualization and processing on Tableau;
- Take a critical stance on data usage in organizations. Understand avenues for organizations to tackle its inherent challenges.

The course is based on learning-by-doing teaching principles. It requires continuous involvement and regular teamwork. There is no final exam in this course, but each team has to produce a video that synthesizes the team's advances on a specific issue, based on their visualization of data sets. *Brain* attendance to the course is compulsory. This means that the students who use phones and computers to process information unrelated to the content of the course can get excluded. During the courses, the instructors include some lecture sessions, during which computers and phones are strictly forbidden. The students should bring papers and pen to attend the courses. All the documentation is provided on Moodle and will NOT be sent by email. This course is on Moodle.**1, 2 Module 1 (sessions 1,2) - Why data matters?** Distinction between data and information (lecture + in class activity). Datafication and growing use of data by organizations. How data can change decision-making and strategy. Preparation of the data project (assignments 1 and 2): How question can we tackle with data and how? Tableau settlement and basic learning of Tableau. Quizz 1 on lectures and podcasts about the impact and challenges inherent to data. **3, 4 Module 2 (sessions 3,4) - How to manipulate data?** Tableau training:

- Preparing data for the project;
- learning of Tableau functionalities and visuals' preparation.

5, 6 Module 3 (5,6) - How to integrate data in business strategy and practices?Quizz 2. Vote for the best visual of the data project. Case studies: CVS + Ikea: How organizations adapt their strategies and management to integrate data?

Debrief on the asynchronous debate.

Compétences à acquérir :

At the end of the course, students will be able to:

- **Identify and collect data:** identify sources of data, distinguish diverse types of data, understand the licenses inherent to data, extract data and prepare data for analysis;
- **Analyze data:** clean, format data, choose an adequate method to process data;
- **Represent and visualize data:** Use Tableau as a visualization tool and produce relevant visuals, select the best visuals;
- **Provide insights from data:** identify and narrate insights from data and address burning questions with data, different question from practical issues;
- **Collaborate in a project:** collaboratively produce insights from data, receive feedback and integrate feedback in the completion of the project.

Pré-requis obligatoires

This course does not require any specific knowledge in programming and computer science. Knowledge of Excel functions (or any other means to structure and process data) can help to prepare the data and produce the assignments.
The students can also rely on pre-existing knowledge and interest in digital economy and business. Here are some references that can help develop such knowledge:
• Floridi L., (2016), « The Fourth Revolution: How the Infosphere is Reshaping Human Reality », 272 p., Oxford University Press, Oxford.

Mode de contrôle des connaissances :

Part of the grading involves continuous assessment. It will be reduced to 0 for the students who miss 3 sessions (or more) without justification. **1) Assessment type: Contribution to the class.% of the grade: 20 Individual/team: Individual Nature:** Brain attendance, contribution to the discussion in class, involvement during team work during the class. This grade can be lowered by excessive usage of phones and computers in class. **2) Assessment type: In class Quizz. % of the grade: 10 Individual/team: Individual Nature:** At the beginning of session 2 and session 5, an online quizz will take place about the major notions explained in the class, 1 reading, 1 podcas and 1 video accessible to the class. The documentation package to prepare for the quizz can be found on Moodle. The quizz takes place 15 minutes after the beginning of the class and lasts between 5 and 15 minutes. **3) Assessment type: Peer feedback "assessment part of the workshops". % of thr grade: 10 Individual/team: Individual Nature:** Quality, precision and originality of the individual assessments of the assignments (intermediary assignments to produce the video). Grades get lowered by excessive usage of AI to produce assessments. **4) Assessment type: Data project video.% of the grade: 50 Individual/team: Team Nature:** Prepare a video to present your insights to the whole class. The grade takes into consideration the quality of the rationale provided by the teams. **5) Assessment type: Participation into the asynchronous debate (voices). % of the grade: 10. Individual/team: Team. Nature:** Each team has to produce a voice to participate and contribute to the ongoing debate about data usage in organizations. **Your data project (teamwork)** The data project consists of addressing a specific question by visualizing data. The students will gather by teams to complete this project. In a nutshell, each team has to work on data (by using Tableau) to produce a visual that can help Londong Great Region to deal with sustainability issues. After importing the data on Tableau, each team provides answers to the questions that motivate their study. Each visual should be justified and explained. Also, the insights from each visual should be detailed. In the project, the teams also reflect on the issues that challenged their work, including data collection and cleaning, the production of visuals and their refinement, the limitations of their reasoning based on data.Each team produces a video that should be sent to London Greater Region. The other teams will vote for the best video. The teams will receive feedback about their videos (and some assignments) through Moodle, which helps them improve their production. **Asynchronous debate (teamwork)** During the whole course, each team participates into an asynchronous debate, through the sharing of voices. The objective is to take the time to collective discuss about a pending question related to data usage in organizations. To prepare the debate, the students can rely on the documentation provided on Moodle. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is

permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Brynjolfsson E., McAfee A., (2012), « Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly », Digital Frontier Press, 100 p;
- Chignard S., Benyayer L-D., (2015), « Datanomics Les nouveaux business models des données », FYP Editions, 192 p;
- Chignard S., Marchandise J-F., (2012), « L'Open data : Comprendre l'ouverture des données publiques », FYP 192 p;
- Gouiguoux J-P., (2016), « Open Data - Consommation, traitement, analyse et visualisation de la donnée publique », Editions ENI, 580 p;
- Kober V. (2017), « Open data - Ouverture, exploitation, valorisation des données publiques », Territorial Éditions, 136 p. - O'Neil C., (2016), "Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy, Crown, 272 p;
- Shirky C., (2008), "Here Comes Everybody: The Power of Organizing Without Organizations", Penguin Press, 336 p;
- Tapscott D., Williams A.D., (2007), "Wikinomics: How Mass Collaboration Changes Everything", Portfolio, 324 p;
- Shapiro, Carl, Varian, Hal R. (1999), "Economie de l'information, Guide stratégique de l'économie des réseaux", Bruxelles, De Boeck Université;
- Verdier C., (2016), « État des lieux et enjeux de l'Open Data », Éditions universitaires européennes, 64 p;
- Yau N., (2013), « Data visualisation : De l'extraction des données à leur représentation graphique », Eyrolles, 356 p;
- Research : Ngwenyama, O., Rowe, F., Klein, S., & Henriksen, H. Z. (2024). The open prison of the big data revolution: false consciousness, faustian bargains, and digital entrapment. Information Systems Research, 35(4), 2030-2058.

Anouck ADROT is a graduate of the École Normale Supérieure, with a doctorate and PhD from ParisDauphine University and Georgia State University. She is a senior lecturer at Paris-Dauphine University. Her work focuses on information transmission and coordination within and between organizations in turbulent contexts such as crisis situations. She is also interested in the emerging dynamics of reinvention or abandonment of information and communication systems in inter-organizational collectives.

Driving Digital Transformation in Operations

ECTS : 6

Enseignant responsable : Marie Noele SCHWARTZMANN

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

In today's service-based economy, operational excellence increasingly depends on the ability to leverage digital technologies. Digital operations now play a central role in delivering efficient, scalable, and highquality services across highly human-centric industries such as healthcare, hospitality, education, finance, consulting, and more. Organizations face rising complexity: managing centralized systems, ensuring service continuity across multiple channels, and responding to growing customer expectations - all while navigating inflation, talent shortages, and increasing sustainability requirements (CSR/ESG). In this context, digital transformation is no longer optional; it is a key driver of performance and resilience. Digital tools and platforms enable more agile processes, data-driven decision-making, and the automation of routine tasks - essential for improving both customer experience (UX) and talent retention. These tools allow organizations to deliver seamless, personalized, and efficient services while enhancing cost management, sustainability, and employee satisfaction. This course explores how service-oriented companies can transform their operations through digitalization. We will examine real-world case studies and best practices to understand how to design, implement, and optimize digital operations in complex, people-centric environments. **Objectives:**

- Understand the history of the digital world and key terms and definitions;
- Analyze digital customer journeys in service sectors;
- Gain familiarity with integrated service platforms and their role in day-to-day operations;
- Leverage real-time data, KPIs, and dashboards to monitor and optimize performance;
- Apply KPI tracking for effective data-driven decision-making;
- Explore process automation and AI applications in service delivery;

- Embrace automation while balancing technological innovation with human value;
- Integrate digital tools without losing the personal touch essential to service quality.

This course isn't on Moodle. **1** Welcome, introduction, case studies selection and a brief history of the digital world.**2** Master core concepts and definitions of digital operations and marketing (SEO, SEA, content, data quality etc.). **3** Navigate key operational systems (CRM, LMS, SOPs, loyalty programs, etc.) to improve efficiency, consistency, and agility in service delivery. **4** Use real-time data to drive informed operational decisions (KPI's, dashboards, etc.).**5** Discover omnichannel customer journeys across digital and physical touchpoints. **6** Understand the importance of digital communication, e-reputation, social media and influencer strategies on brand visibility (storytelling, digital buzz, etc.). **7** Personalize services using digital tools to boost engagement and retention (KYC, etc.). **8** Balance human and digital experiences: how to integrate digital tools without losing the human touch essential to service quality. **9** Explore the latest trends in digital operations to enhance customer satisfaction and operational efficiency. **10** Wrap-up and conclusion. **11** Rehearsal of final presentations before the external jury. **12 Final Exam in front of a Jury.**

Compétences à acquérir :

- Speak the language of digital operations and marketing: gain proficiency in SEO, SEA, content marketing, and data quality standards;
- Understand the key role of digital operations in services industries: explore how digital tools and systems enhance operational efficiency, service consistency, and agility;
- Use data for operational decision-making: understand how to leverage real-time data, KPIs, and dashboards to monitor and optimize performance;
- Explore omnichannel strategies: online vs. on-site experiences, the customer's seamless journey, and the hotel's operational response;
- Deep dive into operational systems and tools: learn about central channels and big data (CRM, LMS, loyalty programs, SOPs, etc.);
- Social media and influencer marketing strategies: understand their role in branding and attracting targeted customers;
- Know your customer (KYC): use digitalization for personalized marketing and communication, enhancing on-site experiences, boosting engagement, and supporting retargeting strategies;
- Balance human and digital experiences: how to integrate digital tools without losing the human touch essential to service quality.

By the end of the course, participants will be equipped to understand and support digital transformation initiatives in service operations to achieve operational excellence.

Pré-requis obligatoires

No specific pre-requisite. You just need to enjoy learning and playing at the same time!

Mode de contrôle des connaissances :

The evaluation and grading will be as follows:

- 50% continuous assessment based on your active **participation in class** and your homework;
- 50% **final case study** per group presented in front of a jury (20-30' presentation + 10' Q and A).

The groups and subjects will be chosen at the end of the first course. **Class Participation:** Active class participation makes classes lively and instructive. Come on time and prepared. Participation is based on the quality of comments, not quantity. **The Final Case Study:** 50% group performance and 50% individual performance. Your evaluation criteria: - Equal participation: Everyone is expected to participate equally during the case study discussions - Utilize course knowledge - Creative thinking: Sky's the limit - Realistic plan and/or problem-solving - Explore sustainable ideas and/or solutions - And have fun. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- **Deming, W. E.** The PDCA Cycle (Plan-Do-Check-Act): Continuous Improvement Method. Also known as Deming's Wheel, a foundational model for continuous improvement in operations and quality management**;**
- **Kotler, P.** Marketing Mix and the Evolution of Marketing Stages. Foundational theories explaining how marketing strategy and consumer engagement have evolved over time**;**
- **Lendi, S. (2020).** PsychoMarketing: 22 Laws Your Competitors Wish They Had Known Before You. Selfpublished (Broché). Explores 22 psychological and behavioral principles that drive consumer decisions and marketing effectiveness;
- **Meerman Scott, D.** (2023). The New Rules of Marketing and PR: How to Use Content Marketing, Podcasting, Social Media, AI, Live Video, and Newsjacking to Reach Buyers Directly. Wiley. A comprehensive guide to leveraging digital tools and platforms for modern marketing and communication;
- **Meerman Scott, D., and Scott, R.**(2020). Fanocracy: Turning Fans into Customers and Customers into Fans. Portfolio. Explores how emotional connection and community can transform customer relationships into loyalty and advocacy;
- **Henneberry, R., and Deiss, R.**(2020). Digital Marketing for Dummies. Wiley. A practical, accessible guide to key digital marketing concepts and tools. Filmography / Video Resources**;**
- **Simon Sinek - TEDx Talks:** - Circle of Safety - Trust vs. Performance - Start with Why.

Marie-Noele Schwartzmann: French-born and mother of two lovely monsters, I studied at Dauphine and ESSEC and speak four languages. After starting my career in finance and consulting at Ernst and Young TAS, I quickly transitioned into the services industry - driven by my passion for human capital - and found my home in hospitality, a sector full of people and talent. I served as Vice President of International Operations at Louvre Hotels Group (a French-based hospitality group with 11+ brands across 40+ countries and a subsidiary of Jin Jiang International). There, I oversaw: - Our 22 regional offices (present in 40+ countries, managing 300+ hotels and 4,500 employees); - The Post-Acquisition and Integration department; - International franchise and management contracts; - The Method and Process department. One of my key priorities was improving brand quality and consistency - which meant dedicating time to building and transferring know-how to my multinational colleagues. Another top focus was driving the digitalization of operational services to improve efficiency and optimize resources. I then became Chief Development Officer at Deutsche Hospitality (the German hospitality group owning Steigenberger and Intercity brands, and a subsidiary of H-World, with 120+ hotels in 13 countries and 9 direct reports). As part of the Executive Committee, I was responsible for: - Corporate development worldwide across all 8 brands, from franchise to lease agreements; - The Feasibility department, assessing long-term risk and profitability of new projects; - The Franchise Operations department, focused on building and transferring know-how to hotels. Today, I am a professional slasher i.e. working and teaching! I am an expert in asset and real estate and hospitality, and an active professor at ESSEC Business School (IMHI Program) and Université Paris Dauphine_PSL (DAI and LSO departments).

Entrepreneurship

ECTS : 6

Enseignant responsable : Oriane KERLEGUER (https://dauphine.psl.eu/recherche/cvtheque/kerleguer-oriane)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This introductory course offers an in-depth overview of entrepreneurship and the key steps involved in creating, managing, and developing a business. Students will explore the main aspects of entrepreneurial activity, including innovation, risk-taking, and opportunity identification. They will study case studies of wellknown entrepreneurs, analyze success and failure factors, and examine current trends shaping the entrepreneurial landscape. The course provides a solid foundation for students who may wish to start a venture in the future, equipping them with essential tools to understand challenges, seize opportunities, and navigate today's dynamic business environment. This course isn't on Moodle. **1** Introduction to Entrepreneurship: entrepreneur posture and mindset, spirit of Entrepreneurship, profiles and types of entrepreneurs/startups. **2** From problem to ideas to solution: identification, analyses, conception.**3** Market study: offer, demand, market size, competitors and objectives. **4** Customers: target segmentation, persona, empathy map.**5 CASE STUDY**. **6** Business model: canvas, innovation, pricing.**7** MVP (minimal viable product) and POC (proof of concept): crash test and evolutions. **8** Business Plan: resources, charges, profit.**9** Launching and scaling : Incubators, ecosystem, KPIs, tools and tips. **10** Governance and law: rights and duties.**11** Finance and fundraising: non-dilutive financing, public and private financing, exit options. **12 Final Exam: use case.**

Compétences à acquérir :

By the end of the course, students will be able to:

- Identify and assess entrepreneurial opportunities through problem and market analysis;
- Develop value propositions and early solutions using MVP and lean startup principles;
- Analyze markets, customers, competitors, and business potential;
- Build a coherent business model and translate it into a basic financial plan;
- Understand legal, governance, and funding options for early-stage ventures;
- Create and present a structured business plan for a new entrepreneurial project.

Pré-requis obligatoires

No prerequisite required.

Mode de contrôle des connaissances :

The assessment of students in this entrepreneurship course will be based on a balanced and comprehensive scoring system to assess their skills, knowledge and involvement in the learning process. The main evaluation criteria are: - **Classroom participation (10%)**: Active participation of students in class discussions, presentations and debates on entrepreneurial topics will be taken into account. Their ability to contribute in a meaningful and constructive manner will be assessed. - **Case study (40%)**: Two specific case studies related to entrepreneurship will be offered to students. They will need to analyze and present thoughtful, evidence-based solutions to the problems and challenges presented in these cases. - **Group Final Exam (50%)**: The final exam will take the form of a group project, implementing the entrepreneurial skills acquired throughout the course. Students will need to develop a solid business plan for a business idea, demonstrating their understanding of key concepts and their ability to apply them in a practical way. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- "Zero to One : How to Build the Future" by Peter Thiel (2014); - "The 25th Hour: Supercharging Productivity Secrets from 300 Successful Entrepreneurs" by Guillaume Declair, Bao Dinh, Jérôme Dumont (2018); - "Business Model Generation" by Alexandre Osterwalder (2010); - "The Lean Startup" - Eric Ries (2011); - "The Art of the start" - Guy Kawasaki (2004); - "Founders at Work: Stories of Startups' Early Days" by Jessica Livingston (2007). Head of Dauphine Incubators (Paris & London), **Oriane KERLEGUER** helps entrepreneurs to design / build / grow / their company. She is also an entrepreneur who created her startup in 2015 while being in her last year of Paris-Dauphine Master's Degree. She teaches growth hacking, entrepreneurship, and lean startup at Paris-Dauphine University.

From Idea to Impact: Sustainable Venture Creation

ECTS : 3

Enseignant responsable : Gilles MAUTIN (https://www.linkedin.com/in/gilles-mautin/)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This experiential course introduces students to the entrepreneurial process of designing and validatingsustainable ventures. Through teamwork, creativity, and analytical rigor, students will transform ideas intoviable and impactful business models. They will learn to identify opportunities, validate customer needs,design value propositions, test business models, and effectively communicate their project to investors and partners. Course objectives:

- Understand the entrepreneurial process from idea to pitch;
- Identify, analyze, and validate business opportunities;

- Develop teamwork, leadership, and communication skills in an entrepreneurial context;
- Apply financial, strategic, and marketing principles to a concrete project;
- Present a viable, sustainable, and impactful business concept.

This course isn't on Moodle. **1 Introduction & Team Building** -- course overview, team formation,expectations. Topic :

- Team charter.

2 Vision & Entrepreneurial Purpose, Customer & Problem Discovery-- defining mission, values, and impact goals, identifying target segments and pain points. Topic :

- Vision statement, customer persona, problem map.

3 Pain & Solution Fit -- ideation, testing assumptions, first prototypesTopic :

- Solution sketches, problem solution fit.

4 Competition, Differentiation & Customer Acquisition Strategy --mapping competitors and analyzing value gaps, marketing channels, funnel design, first experiments. Topic :

- Competitor matrix;
- Acquisition plan.

5 Market Studies, Pricing Strategies -- market sizing (TAM/SAM/SOM),value chain, and trends, value-based pricing and revenue model design. Topic :

- Market analysis report;
- Pricing strategy memo.

6 Public Speaking, Pitch Preparation, Final Oral Presentation storytelling, visuals, and delivery, venture pitch before jury. Topic :

- Pitch deck rehearsal;
- Final pitch + executive summary.

Compétences à acquérir :

By the end of the course, students will be able to:

- Generate and evaluate business ideas with social and economic impact;
- Conduct basic market and customer research;
- Design a value proposition and test it through feedback;
- Develop a financial and strategic roadmap;
- Pitch a coherent venture project before a jury;
- Reflect on personal growth and entrepreneurial mindset development.

Pré-requis obligatoires

No specific prerequisites. Curiosity, teamwork, and an open mindset are required. Basic knowledge of management, marketing, or economics is helpful.

Mode de contrôle des connaissances :

- **Component: Individual Participation. Description:** Preliminary pitch with feedback. **Weight:** 20%
- **Component: Final Oral Pitch. Description:** Final team presentation before jury. **Weight:** 60%
- **Component: Written deliverables. Description:** Lean Canvas, market study, 5-year projection, executive summary. **Weight:** 20%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Class participation:** Active class participation - this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity. **Exam policy:** Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods. **Attendance:** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Ries, E. (2011). The Lean Startup. Crown Business;
- Osterwalder, A., Pigneur, Y. (2010). Business Model Generation. Wiley;
- Aulet, B. (2013). Disciplined Entrepreneurship: 24 Steps to a Successful Startup. Wiley;
- Sinek, S. (2009). Start With Why. Penguin;
- Blank, S., Dorf, B. (2012). The Startup Owner's Manual. K and S Ranch;
- Kawasaki, G. (2004). The Art of the Start. Penguin;
- Gallo, C. (2014). Talk Like TED: The 9 Public-Speaking Secrets of the World's Top Minds. St. Martin's Press;
- Harvard Business Review (2019). HBR Guide to Persuasive Presentations. Harvard Business Review Press;
- Sachs, J. (2015). The Age of Sustainable Development. Columbia University Press.

Gilles Mautin is the founder of The Cantillon, an entrepreneurial education ecosystem connecting sustainability, leadership, and innovation. He teaches entrepreneurship and management at PSL, CentraleSupélec, and INSEAD, using experiential learning and strategic frameworks to help students develop both entrepreneurial skills and self-awareness.

Management Information System

ECTS : 3

Enseignants : Anouck ADROT, Pierre LANIRAY
https://dauphine.psl.eu/recherche/cvtheque/adrot-anouck
https://dauphine.psl.eu/recherche/cvtheque/laniray-pierre

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course will provide a general and practical overview of the issue of managing information systems in contemporary organizations. The course helps students analyze information systems problematics by using a multi-focal perspective on IS issues, focusing on information, technological and organizational dimensions of all IT projects. In order to do so, students will have to deal with a detailed case study, which they will have to solve in group and in 12 weeks, thanks to a sequence of activities. These activities are mostly carried out online, the in-class hours being dedicated to answering students' questions and framing their work. This course is on Moddle. **1** Introduction to MIS **2** Business Process Modeling **3** Business Process Reengineering **4** Informational Analysis **5** Technological Analysis **6** Organisational Analysis **7** Needs Analysis **8** Change Management in IT projects **9** Risk Management in IT Projects **10** Privacy related issues in IT Projects **11 Defens**

Compétences à acquérir :

At the end of the course, students will be able to:

- Identify, model and improve business processes;
- Analyze the informational dimensions of an organizations (information flux, information quality, information processing);
- Analyze the technological dimensions of an organization (technological constraints related to software, hardware, network and database issues);
- Analyze the organizational dimensions of the IT project (identify key stakeholders, describe organizational culture, find key leverages for change management);
- Formulate a plan of action for the project scope (features, business process changes, use cases);
- Formulate a plan of action for project management (communication plan, implementation plan).

The course will also provide students with elements of IT culture relevant for future managers involved in IT Projects.

Pré-requis obligatoires

There are no formal prerequisites. General culture on how organizations operate is welcome.

Mode de contrôle des connaissances :

- Weekly activities are required from each student, conducted in group. These assignments are graded by peers. Consequently, one of the weekly assignments is the grading of another groups' assignment. - At Week 6, students deliver a first version of the need's analysis. This first deliverable is defended in front of a teacher, acting as senior consultant (20 %) - At week 11, students deliver the final version of the functional specifications (40 %). This deliverable is defended in front of a panel of teachers, acting as the client company. The defense is attributed a grade (40 %). The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory.

Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

No bibliography. **Pierre Laniray** is a lecturer and researcher in management science and organizational theory at Dauphine PSL (Paris, France). His research focuses on the digitization of work practices and the influence of this phenomenon on the construction, consolidation and evolution of professional identities. He is a member of the Research Group on Collaborative Spaces(RGCS), which deals with collaborative communities and movements in relation to new work practices (i.e. pluriactives, nomadic workers, teleworkers, intrapreneurs, etc.). **Anouck ADROT** is a graduate of the École Normale Supérieure, with a doctorate and PhD from ParisDauphine University and Georgia State University. She is a senior lecturer at Paris-Dauphine University. Her work focuses on information transmission and coordination within and between organizations in turbulent contexts such as crisis situations. She is also interested in the emerging dynamics of reinvention or abandonment of information and communication systems in inter-organizational collectives.

Startup Team Management How To Build and Motivate Your First Team

ECTS : 3

Enseignant responsable : Gilles MAUTIN (https://www.linkedin.com/in/gilles-mautin/)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

How do young managers and founders build an effective startup team?
This course introduces students to the essentials of managing people and teamwork in entrepreneurial settings.
It focuses on concrete methods -- recruiting, organizing, motivating, and communicating -- using real startup cases and simple management frameworks.
A distinctive feature of this course is the use of the DISC behavioral model, a professional tool that helps students understand their own communication style and how to collaborate effectively with others.
Through workshops, simulations, and team projects, participants will learn to apply management fundamentals in small, fast-changing organizations.
By the end of the course, students will understand the principles of startup team management and will be able to apply simple, practical methods to recruit, organize, motivate, and collaborate effectively within teams. This course isn't on Moodle.
Session 1 - Why teams matter **Theme:** Manager vs leader in startups; introduction to DISC
Session 2 - Recruiting right **Theme:** Vision, job fit, bias & evaluation grids **Session 3 - Onboarding for success**
Theme: Lean Onboarding Canvas & first 90 days
Session 4 - Motivating and giving feedback **Theme:** Feedback model, recognition loops
Session 5 - Managing conflict constructively
Theme: Communication styles in tension; up managing concept
Session 6 - Final presentations **Theme:** "Up-Managing: How to Coach Your Boss" team presentations + collective synthesis

Compétences à acquérir :

By the end of this course, students will be able to:
1. Recognize key managerial roles and challenges in startups.
2. Apply basic frameworks for recruitment, onboarding, and team organization.
3. Use the DISC model to improve communication and teamwork.

4. Give and receive constructive feedback in a startup context.
5. Handle basic motivational or conflict situations with structure and empathy.
Beyond management theory, this course develops the ability to self-manage within teams.
Students learn to:

- navigate onboarding and feedback proactively;
- adapt communication to different managerial styles;
- understand and defuse tension before it escalates, and;
- take initiative in shaping their role and responsibilities.

These skills directly enhance performance during internships, group projects, and early career experiences.

Pré-requis obligatoires

None specific. Open to all L3 students interested in entrepreneurship, innovation, or people management.

Mode de contrôle des connaissances :

Participation & engagement Active contribution to workshops, discussions, and simulations. 30 %
Group project "Up-Managing: How to Coach Your Boss" - each team analyzes a real or fictional case (internship, university teamwork, or startup scenario) and presents how course tools could improve collaboration. 70 %
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Exam policy: Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive.
Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Core academic & conceptual references

- Goffee, R. & Jones, G. (2006). Why Should Anyone Be Led by You? HBS Press;
- Blanchard, K. (2010). Leadership and the One Minute Manager. HarperCollins;
- Lencioni, P. (2002). The Five Dysfunctions of a Team. Jossey-Bass;
- Herzberg, F. (1959). The Motivation to Work. Wiley;
- McGregor, D. (1960). The Human Side of Enterprise. McGraw-Hill.

Applied / contemporary readings

- Sinek, S. (2009). Start with Why. Portfolio;
- Bungay Stanier, M. (2016). The Coaching Habit. Box of Crayons;
- HBR (2023). "Managing Conflict in Startups.";
- Aulet, B. (2013). Disciplined Entrepreneurship. MIT Press.

Gilles Mautin is an entrepreneur and educator specialized in startup management and innovation, is the founder of The Cantillon, an entrepreneurial education ecosystem connecting sustainability, leadership, and innovation. He teaches entrepreneurship and management at PSL, CentraleSupélec, and various incubators and universities. His pedagogy combines strategic frameworks, experiential learning, and
reflection, helping students develop both entrepreneurial competence and self-awareness.

POOL 6 Markets and firm's environment

Adaptive Regions: Policies to Global Challenges

ECTS : 3

Enseignant responsable : Marc BOURNISIEN DE VALMONT

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

In an era marked by significant global shifts - demographic changes, technological advancements, and climate transformation - regions worldwide face unique challenges and opportunities. Under such context, this course poses several questions. How can regions adapt to and thrive amidst such transformations? How should they prepare for and respond to unforeseen shocks, such as the COVID-19 pandemic or the rapid advancements in Artificial Intelligence (AI)? Moreover, in managing these dynamics, how can regions foster economic development and ensure the well-being of their communities? Why do some regions succeed in attracting people, talent, and investment, while others lag? What are the implications of neglecting certain regions in the development process, particularly in terms of political and social consequences? As responsibilities have shifted from the national to the local and regional level, the importance of regional actors in implementing development strategies, managing social and economic crises and promotingcitizens' well-being has increased in recent decades. This course focuses on subnational institutions and policies, and on their role in guaranteeing that regions succeed in promoting economic growth, become attractive places to live in and remain engaged in political processes. This course aims to dissect these questions by delving into the drivers of development at the subnational level. Participants will explore and analyse a variety of policies and governance mechanisms that can strengthen regional prosperity and resilience. Moreover, the course will draw on academic literature, policy reports, and case studies. It willcombine empirical analysis with policy-oriented training, so students are not only able to evaluate qualitative and quantitative evidence on regional development topics, but also use this evidence to navigate existing institutional constraints and promote concrete policies. More than just a review of the existing literature and evidence, students will be asked to apply the findings in a regional and place-based context through individual and group assignments. This course is on Moodle. **1** Introduction: the rationale for place-based regional policies **2** Demographic change: the role of national and subnational governments in adapting to a declining and ageing population **3** Climate Change: regional policies for the new environmental reality **4** Technological change: AI and digitalisation - threat or opportunity for non-urban regions? **5** Envisioning the provision of public services for the regions of the future**6** Regions and competitiveness: direct and indirect drivers for regional development **7** Rich-resource regions: a development trap or an opportunity for all? **8** Governance and fractured societies: multi-level governance, polarisation, and rise of populism in advanced regional economies **9** Conclusion: what does regional well-being mean? Perception and strategies for well-being **10** Applied policy reports: discussion **11** Invited experts and policy examples (topics to be confirmed)**12** Live debat

Compétences à acquérir :

By the end of the course, students will have achieved: (1) A solid overview of theoretical and empirical literature; (2) Exposure to case studies from advanced economies on policies related to the topics highlighted above; (3) The ability to critically evaluate qualitative and quantitative evidence on regional development topics from both academic and policy sources; (4) The ability to analyse existing public policies in the field of regional development and to produce their own policy recommendations.

Pré-requis obligatoires

This course is addressed to both undergraduate (L3) and graduate students (M1). Students are expected to have basic knowledge of economics and statistics, including familiarity with empirical methods (reading regression outputs, interpreting quantitative indicators, etc.). The bibliography contains examples of the kind of papers we will discussing in class.

Mode de contrôle des connaissances :

Individual assignments:

- (1) **Essay** (1 000 words and around 10 visual presentation slides) on a question chosen by the student from a list proposed by professors, which will correspond to the lessons imparted; the main outcomes of the essay will be presented orally during the class for others to comment on (**40%**).

Group assignments (2 to 3 students, depending on the total number of students):

- (2) **Applied policy report** (3 000 words) on the economic, social, and institutional development of a region, city or municipality chosen by the students and approved by the professors. The outcomes of the reports will be discussed in the session 10 (**30%**);
- (3) **Live debate** with students divided into 2-3 groups on an issue proposed by professors for which students prepare a brief presentation and arguments (**20%**).

Attendance and participation:

- (4) **Active class participation** with students coming to class on time and ready to discuss weekly readings and with all potential minor tasks prepared as requested (**10%**). Class participation is based on quality of comments, not quantity.

The numerical grade distribution will dictate the final grade. The passing grade for this course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Marc Bournisien de Valmont is a Policy Analyst at the Regional Development and Multi-level Governance Division at the OECD Centre for Entrepreneurship, SMEs, Regions and Cities. He coordinates the OECD project "Shrinking Smartly and Sustainably" - among others - aiming at helping regions experiencing strong and sustained population decline to manage demographic change. In addition to demography, he also works in several other topics and initiatives related to public service provision in rural areas, regional attractiveness, multi-level governance, rural innovation, or rural manufacturing. Before joining the OECD, Marc worked at the think-tank Institut Montaigne and at the French Ministry of Defense. He holds a Master's degree in International Relations and a Bachelor's degree in Political Science from Sciences Po Paris, and also attended the University of São Paulo in Brazil. **Fernando Riaza** is an Economist and Policy Analyst at the OECD, specialising in providing policy guidance for regions with significant mining and forestry activities. His role involves aligning these regions' strategies with broader regional development goals and ESG practices. Additionally, he coordinates regional contributions to the 'Strengthening FDI/SMEs Linkages' project, providing recent insights and policy recommendations in Czechia and Poland. Previously, Fernando was associated with KPMG and ItdUPM, where he collaborated with the FAO (UN) on projects in Central America. He holds bachelor's and master's degrees in environmental engineering from Universidad Politécnica de Madrid - receiving the top master thesis award on Human Development - and a Master's degree in Natural Resource Economics from Montpellier SupAgro.

Economics of Globalization

ECTS : 6

Enseignant responsable : Michail DIMOU

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course examines the key dimensions of economic globalization from both theoretical and empirical perspectives. It explores the internationalization of firms, global trade and financial flows, labor migration, and environmental challenges. It also addresses how globalization affects inequality, policy responses, and global governance. This course is on Moodle. **1** Introduction: a global economy **2** History of globalization **3** International economics - theory **4** International economics - empirical analysis **5** Global firms strategies **6** Migration - theory **7** Migration - empirical analysis **8** A theory of economic crises **9** A century of economic crises **10** Theories of economic inequality **11** Income inequalities: empirical analysis **12** **Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to:

- Explain the main theories of international trade and globalization;
- Analyze firms' internationalization strategies;
- Discuss the causes and consequences of global inequality;
- Evaluate migration and crisis dynamics in an interconnected world;
- Interpret major trends in global data and policy debates.

Pré-requis obligatoires

The course is open to students from a wide range of academic backgrounds, including economics, management, business administration, political science, mathematics, and sociology. As the course adopts a quantitative and analytical approach, participants are expected to have completed introductory courses in microeconomics and macroeconomics, or to demonstrate equivalent foundational knowledge in these areas.

Mode de contrôle des connaissances :

Group project and presentation (**50%**): Students work in teams on a globalization-related topic, submit a written report, and present their findings in class. Final exam (**50%**): Written exam covering both theoretical and empirical aspects. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10 out of 20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

It is challenging to provide references for a course that examines various aspects of globalization. Interesting books are the following:

- J. D. Sachs, The Age of Globalization, 2020, Columbia University Press;
- P. Krugman, M. Obstfeld, International Economics, 2018, Pearson;
- T. Piketty, Capital in the XXIst century, 2014, Harvard University Press;
- P. Aghion and P. Howitt, Endogenous growth, 1997, MIT Press.

Michel Dimou is a Professor of Economics at the University of Toulon. His research focuses on urban and regional development, migration dynamics, and socioeconomic inequalities. He currently serves as the Honorary President of the French-speaking section of the International Regional Science Association. He is also a member of the National Council of Universities (CNU) in Economics and of the French High Council for the Evaluation of Research and Higher Education (HCERES). Since 2018, Michel Dimou has been teaching the Economic Globalization course at Université Paris-Dauphine.

Energy and Climate Change Economics

ECTS : 6

Enseignant responsable : Patrice GEOFFRON (https://dauphine.psl.eu/recherche/cvtheque/geoffron-patrice)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Climate change is mainly linked to an energy model that has historically been based on fossil fuels (coal, oil, and natural gas) since the first industrial revolution. Limiting the main effects of climate change (extreme weather events, sea level rise, etc.) and their economic costs involves deploying low-carbon energy sources (wind power, solar power, etc.), improving energy efficiency and, more broadly, transforming the organization of our societies. The course addresses the main economic challenges and public policies related to these transformations. In this context, the course examines: This course is on Moodle.

- Economic theory, empirical perspectives, and political economy of energy supply and demand, both for fossil fuel and low carbon sources of energy;
- Public policies affecting energy markets including taxation, price regulation and deregulation, energy efficiency, and control of emissions;
- A specific attention will be given to economic policies such as carbon taxes and tradable emission permits and to the problems of displacing fossil fuels with new energy technologies.

Course Structure:

1. Introduction : what do we mean by « energy transition » (1/2)
2. Introduction : what do we mean by « energy transition » (2/2)
3. Climate change economics : topics and tools (1/3)
4. Climate change economics : topics and tools (2/3)
5. Climate change economics : topics and tools (3/3)
6. Implementing the Paris-Agreement : principles and challenges (1/3)
7. Implementing the Paris-Agreement : principles and challenges (2/3)
8. Implementing the Paris-Agreement : principles and challenges (3/3)
9. World Energy Outlook 2026 : analyses and long term scenarios (1/2)
10. World Energy Outlook 2026 : analyses and long term scenarios (2/2)
11. Live analysis of the COP31
12. Final exam

Compétences à acquérir :

By the end of the course, students will be able to:

- Understand the economic drivers of energy supply, demand, and climate change;
- Analyze major public policies such as carbon taxes, emission permits, and energy efficiency measures;
- Evaluate the challenges of transitioning from fossil fuels to low-carbon energy sources;
- Interpret long-term climate and energy scenarios;
- Discuss global issues related to climate governance, geopolitics of energy, and access to energy.

Pré-requis obligatoires

No.

Mode de contrôle des connaissances :

Final exam (50%) + Group project (50%). The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- All course support documents will be made available via Moodle before the start of the sessions.

Patrice Geoffron holds a PhD in industrial organization and is a professor of economics. He was interim administrator of Paris-Dauphine in 2020, and previously served as international vice president and director of the economics laboratory (LEDa). He currently heads the energy-climate team. His research focuses on the convergence between electricity and telecommunications in the context of the low-carbon energy transition, with a particular emphasis on the development of smart cities, smart grids, and the emergence of new organizations and business models, with a recent focus on blockchain.

History of Economic Thought

ECTS : 6

Enseignant responsable : Jan-Horst KEPPLER (https://dauphine.psl.eu/recherche/cvtheque/keppler-jan-horst)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

What do philosophers and economists, from antiquity until today, say about value, inflation, trade and distribution ? What makes economics so special among the social sciences ? What are markets good at and what are their limits ? From Aristotle to Keynes, some of the most original and most committed thinkers including Aquinas, Mandeville, Smith, Ricardo, Marx, Jevons, Walras, Marshall, Veblen and Hayek had very strong, fruitful and, on occasion, wrong, ideas about these matters. Frequently working with carefully chosen passages of the original texts, this class provides an overview of the most important steps in the history of economic thought and includes, whenever useful, some building blocks of basic micro- and macroeconomics. Following an introductory class on the methodology of economics and the conditions under which it might be considered a scientific endeavour akin to the natural sciences rather than a descriptive and hermeneutic endeavour akin to history or political science, the basic structure of the course is chronological. Different theoretical approaches are presented in the context of their times and illustrated with simple numerical examples or diagrams. Wherever possible and pertinent, historical questions are linked to contemporary economic questions, e.g., Aristotle's chrematistics and what constitutes a "good life", Mandeville and the question of ethics in economics, mercantilism and modern trade disputes, the physiocrats and the question of natural resources, Ricardo and modern sources of rent, Marxism and the theory of crises, Veblen and the conspicuous consumption of leisure in the time of Facebook. Adam Smith, as the proponent of decentralised auto-organisation, the marginalists and Keynes remain, of course, directly relevant to modern economic issues in an all-pervasive and very direct manner. There are three further issues that might distinguish this class from other introductory classes in history of economic thought. First, emphasis is put on what we call the "economic subject", i.e., the individual, entity, group or class, which defines the major economic issues of the day and acts on them. In neoclassical economics, the economic subject is largely identical with the homo oeconomicus maximising individual utility. However, Aristotle, scholastic economic thought, mercantilism, the physiocrats, Marx, American institutionalists or Keynes would have very different ideas about who constitutes the economic subject. Second, two classes are dedicated to Adam Smith as the founder of economics as an autonomous discipline independent of the other social sciences and a potentially scientific endeavour of research. We thus give space to the development in the Theory of Moral Sentiments of the anthropological foundations of the Smithian economic man, whose implications are then explored both at the micro and the macro level in the Wealth of Nations. This allows, in particular, a better understanding of the underlying assumptions behind the working of the invisible hand. Third, the class puts strong emphasis on the original writings (either in English or in English translation) of the key representatives of each current in the history of economic thought. While there are many competent historians of economic thought, nobody surpasses the writers who became "classics" in their ability to succinctly formulate ways out of the dilemmas posed by fundamental economic questions. Students will thus receive for each class by email key chapters of the great economic texts as reading assignments. The decisive paragraphs will be read in class. The class aims to familiarise students with the main currents in the history of economic thought embodied by their most important theorists from Aristotle to Keynes. Students having taken the class should retain, in particular, the key features of the main economic bodies of thought and their actual or potential relevance to major historical or current economic questions. This course isn't on Moodle. **1 Object and method of economic science Possible question for small term paper (chose one)** (1) To which extent does Friedman methodology remain faithful to Popper? To which extent does it diverge? (2) The future of economics: copy the natural sciences, "colonise" the social sciences or return to political economy? **2 Ethics, religion and economy in antiquity and the Middle Ages Possible question for small term paper (chose one)** (1) Compare the economic subject in Aristotle, Plato or Aquinas (choose only one) with the homo oeconomicus. (2) How could Aquinas strained attempt to combine religious and ethical considerations with economic realism still be relevant ? **3 Moral, politics and economics in the renaissance and mercantilism Possible question for small term paper (chose one)** (1) Is it ok to be selfish? Compare the responses of Machiavelli, Mandeville and Smith. (2) Is mercantilism really obsolete? Is it still being practiced? Under which conditions can it still be justified? **4 The political economy of the enlightened absolutism: the physiocrats Possible question for small term paper (chose one)** Quesnay and the physiocrats: early liberals or reactionaries (pay attention to the roles of the King, of the aristocracy, to trade and agriculture)? **5 Sympathy and wealth: Adam Smith and the homo oeconomicus Possible question for small term paper (chose one)** How does the "invisible hand" work? (What is the relationship between self-interest and general well-being in Smith? What are the roles of the impartial spectator and sympathy?) **6 Division of labour, value, and trade: Adam Smith economist Possible question for small term paper (chose one)** (1) Exchange value and use value: What is the relationship between Smith and Ricardo on these issues? (2) Smith on "sympathy" - Veblen on "conspicuous consumption": Does "use value" still have meaning in the era of virtual reality? **7 The classics: rent, distribution and growth in Say, Ricardo and Malthus Possible question for small term paper (chose one)** (1) Say's Law: profound truth or mirage? Discuss. (2) Rent: How are today's notions of rent different from those that concerned Smith or Ricardo? (3) Why was Malthus wrong on agriculture? Why might he still be right on the environment? **8 Happiness or utility? The critique of liberal economy from Plato to Marx Possible question for small term paper (chose one)** (1) The crises of debt, financial markets and capitalism: Are there any lessons from the critics of the liberal economy in the 19thcentury for today? (2) What is/should be the ultimate objective of an economy? **9 Marginalism, individual optimization and general equilibrium: Walras and Jevons, Edgeworth and Pareto Possible question for small term paper (chose one)** (1) General equilibrium and Pareto optimality: What prevents us to achieve them? Do we still want to achieve them? (2) What is utility? Compare the classics, the marginalists and modern notions (e.g., happiness theory). **10 Marshallian orthodoxy and its heterodox critics (Veblen, Pigou,**

Schumpeter and Hayek) Possible question for small term paper (chose one) (1) How did monopolistic competition arise from Marshall's attempt to reconcile comparative statics and dynamics? (2) How radical of a break is Pigou's notion of "social cost' with orthodox Marshallian economics? (3) Compare the thinking of Hayek and Schumpeter on information, monopoly and the efficiency of markets. **11 The foundations of modern macroeconomics : Keynes and the consequences (Hicks, Clower) Possible question for small term paper (chose one)** (1) Keynes and Say's law: What prevents the return to fullemployment equilibrium? (2) How can asymmetries of information and transaction costs motivate government interventions in the economy ? **Exam** Written exam with short questions on key class notions.

Compétences à acquérir :

- Knowledge of the great currents in the history of economic thought and their principal representatives and major texts; at least cursory understanding of several basic building blocks of economic theory;
- some intuition for the assumptions and methodological choices that establish economics as an autonomous endeavour of research in the social sciences.

Pré-requis obligatoires

Basic knowledge of micro- and macroeconomics is desirable but not a must for students willing to familiarise themselves with a few key economic concepts that are presented during class.

Mode de contrôle des connaissances :

Final Exam (control of acquired notions, some multiple choice) 50 %. Small written assignment 50% (the assigned papers can be prepared individually or in groups of two or three; the list of possible topics is attached below; students can propose additional topics for consideration). The grade for the paper includes class attendance. Except for students with special exemptions, more than two unmotivated absences can lead to deductions. **Use of LLMs in written assignment:** Given the ubiquitous availability of powerful tools to synthesis existing information, the grade for the short (5p.) written assignment will depend primarily on the purposeful use of original texts and citations, the coherence of argument and the clarity of the answer provided to chosen question (see below for list of question). The passing grade for the course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

1 Object and method of economic science

- Milton Friedman (1953), "The Methodology of Positive Economics" in Essays in Positive Economics.
- Karl Popper (1935), The Logic of Scientific Discovery, Part I "Introduction to the Logic of Science".

2 Ethics, religion and economy in antiquity and the Middle Ages

- Plato, The Laws, Chapters 5 and 9.
- Aristotle, Nicomachean Ethics, Book V.
- Aristotle, Politics, Book 1, Chapters 8-12.
- Thomas Aquinas, Summa teologica, Questions 77 - 78.

3 Moral, politics and economics in the renaissance and mercantilism

- Thomas Hobbes (1660), The Leviathan, "Of the Nutrition and Procreation of A Commonwealth".
- John Locke (1690), The Second Treatise of Civil Government, Ch. 5 "Of Property".
- Bernard Mandeville (1714), The Fable of the Bees: Or Private Vices, Public Benefits, "The Grumbling Hive: Or Knaves Turned Honest".

4 The political economy of the enlightened absolutism: the physiocrats

- François Quesnay (1759), Economic Table.

5 Sympathy and wealth: Adam Smith and the homo oeconomicus

- Adam Smith (1759), The Theory of Moral Sentiments, Selected passages.

6 Division of labour, value, and trade: Adam Smith economist

- Adam Smith (1776), An Inquiry into the Nature and Causes of the Wealth of Nations, Book I "Of the Causes of Improvement in the Productive Power of Labour".

7 The classics: rent, distribution and growth in Say, Ricardo and Malthus

- David Ricardo (1817), Of the Principles of Political Economy and Trade, Chapters 1, 2 and 7 "On Value", "On Rent" and "On Foreign Trade".

8 Happiness or utility? The critique of the liberal economy from Plato to Marx

- Karl Marx (1867), Capital: A Critique of Political Economy, Vol. I, Book I, Part 1 "Commodities and Money".

9 Individual optimization and general equilibrium: Walras and Jevons, Edgeworth and Pareto

- William Stanley Jevons (1871), Theory of Political Economy, Ch. 4.

10 Marshallian orthodoxy and its heterodox critics (Veblen, Pigou, Schumpeter and Hayek)

- Alfred Marshall (1890), Principles of Economics, Book V, Ch. 12, "Equilibrium of Normal Demand and Supply".
- Jan Horst Keppler (1994), Monopolistic Competition Theory, JHU University Press, Baltimore.
- Thorstein Veblen (1899), Theory of the Leisure Class, Chapters 2-4.
- Friedrich A. Hayek (1945), "The Use of Knowledge in Society", American Economic Review 35(4): pp. 519-30.

11 The foundations of modern macroeconomics : Keynes and the consequences (Hicks, Clower)

- John Maynard Keynes (1936), The General Theory of Employment, Interest, and Money, Ch. 3 "The Principle of Effective Demand".
- J. Hicks (1937), Mr. Keynes and the "Classics", Econometrica 5 (2), pp. 147-159.
- R. Clower (1965), "The Keynesian Counterrevolution" in Hahn et al. The Theory of Interest Rates, pp. 103-25.

The class does not use a single textbook. Students, who wish to do so, can receive the teaching notes (in French) upon request. As a first point of entry, other than the original texts, are recommended the individual entries on authors, movements or concepts in The New Palgrave: Dictionary of Economics(1987), Edited by Peter Newman, John Eatwell and Murray Milgate, London, Macmillan. Please also use The History of economic thought Website, http://www.hetwebsite.net/het/; McMaster University Archive for the History of Economic Thought, https://historyofeconomicthought.mcmaster.ca/; Online Library of Liberty: A collection of scholarly works about individual liberty and free markets, http://oll.libertyfund.org/. **Jan Horst Keppler** is professor of economics at Université Paris-Dauphine PSL, where he directs the master in energy, finance and carbon (EFC) and presides the supervisory committee of the Chaire European Electricity Markets (CEEM). He is a historian of economic ideas by training, specializing in early 20th century economic thought, in particular monopolistic competition theory, and in the economic and philosophical work of Adam Smith. Today, much of his research is in industrial organization and energy economics, in particular electricity markets. Returning regularly to the history of economic ideas in both teaching and research, however, is not only a pleasure but a necessity to get some perspective on what we are doing as economic agents and as economists in an ever-changing world.

Introduction to Game Theory

ECTS : 6

Enseignant responsable : David ETTINGER (https://dauphine.psl.eu/recherche/cvtheque/ettinger-david)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course provides an introduction to game theory, the study of strategic interactions among rational decision-makers. Students will learn how to model situations in which individuals, firms, or institutions make decisions that mutually affect one another, and how to predict the outcomes of these interactions using core solution concepts. The course covers strategic games, extensive-form games, mixed strategies, Nash equilibrium, subgame perfection, and games with imperfect or private information. Throughout the sessions, theoretical tools are complemented by examples and applications drawn from economics, social sciences, and real-world strategic behavior. By the end of the course, students will have a solid foundation in game-theoretic reasoning and its practical relevance for analyzing conflict, cooperation, negotiation, competition, and decision-making under strategic uncertainty. This course is on Moodle. **1** Introduction to strategic reasoning **2** Building a model of strategic interaction **3** Solving a game when rationality is common knowledge **4** Nash equilibria in discrete game with 2 or 3 players **5** Nash equilibria with n players **6** Nash equilibria with n players **7 Intermediary Exam 8** Randomized strategies **9** Sequential games with perfect information **10** Sequential games with imperfect information **11** Games with private informon **12 Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to:

- Model strategic interactions using the standard tools of game theory;
- Apply key solution concepts--dominance, Nash equilibrium, mixed strategies, and subgame perfection--to a variety of games;
- Analyze sequential, imperfect-information, and signaling games using appropriate reasoning methods;
- Evaluate situations involving private information and strategic uncertainty;
- Interpret strategic behavior in economic, social, and behavioral contexts using game-theoretic frameworks.

Pré-requis obligatoires

Basic knowledge of microeconomics (consumer preferences, introduction to the firm) mathematics andprobabilities (the notion of probability, independent events).

Mode de contrôle des connaissances :

The final grade is the average of the grades of the**mid-term exam** and the **final exam**. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- An Introduction to Game Theory, Joseph Harrington, Worth Publisher 2015;
- An Introduction to Game Theory, Martin Osborne, Oxford University Press, 2004.

After studying management (HEC), **David Ettinger** completed a thesis in economics in the field of game theory focusing on allocation mechanisms and auctions. He began his academic career in 2003 at the University of Cergy-Pontoise, where he was director of studies and head of the economics department. He then joined Paris Dauphine-PSL University in 2010 as a professor of economics. There, he served as director of the economics laboratory, head of the graduate economics program, and head of scientific integrity. David Ettinger has taught at the University of Cergy-Pontoise, Paris Dauphine-PSL University, the Ecole Nationale des Ponts et Chaussées, ENSAE, MAP, and other institutions.

Public Policies for Sustainable Development in Latin America and the Caribbean

ECTS : 3

Enseignant responsable : Olivia CUQ

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

How can the Latin American (LAC) region move towards a sustainable development model? How can a multidimensional approach lead to more prosperity for the citizens of the region? What developing traps are holding back the regions development? What is the role of national and subnational institutions? The answers to these questions are closely linked and are part of the system response the LAC region needs to move towards a more sustainable development model. This course focuses on the challenges and opportunities of multidimensional development and how active policies to place citizen's well-being in the centre can help close the developing traps of the region. The sessions delve into specific topics in the field of sustainable development, including a macroeconomic analysis of the region; the multidimensionality of vulnerability; the role of reinforced institutions; the impact of climate change in the region; the challenges and opportunities of place-based solutions; and the crucial role of the labour market. The course draws on academic literature, but also on policy reports and specific case studies from developing economies. The intention is to combine rigorous empirical analysis with policy-oriented training, so students are not only able to evaluate qualitative and quantitative evidence on

regional development topics, but also use this evidence to navigate existing institutional constraints and promote concrete policies. More than just a review of the existing literature and evidence, students will be asked to apply the findings in a regional/place-based context through individual and group assignments. The course isn't on Moodle. **1 1. Context and useful definitions (1 class)**

- Development in Transition: A multi-dimensional and systemic approach to measure development with a special focus on wellbeing;
- The place-based approach to policy analysis;
- Measuring social vulnerability with a household approach.

2. Development traps (5 classes) 2 Macroeconomic context **3** Social vulnerability **4** Fragile Institutions **5** Climate change **6** Place based challenges **3. Policy responses (5 classes) 7** Economic development policies **8** Social protection **9** A green transition based in low emissions and citizen's wellbeing **10** Labour market policy in a context of high informality **11** Strengthening institutions for a better good governance **12 Final Assessment Exam**

Compétences à acquérir :

At the end of the course, the students will have achieved:

- A solid overview of the theoretical literature and policy approaches on i) the major drivers behind sustainable development, ii) labour markets and poverty, iii) the well-being and development in transition approach, and iv) the political outcomes of bad (and good) development strategies;
- Exposure to case studies from developing economies on policies related to the topics highlighted above;
- The ability to critically evaluate qualitative and quantitative evidence on sustainable development topics from both academic and policy sources;
- The ability to analyse existing public policies in the field of sustainable development and to produce their own policy recommendations.

Pré-requis obligatoires

Previous knowledge of Latin American history and recent socio-political events in the region. Ability to read and comprehend complex texts in English.

Mode de contrôle des connaissances :

Group assignment (2-3 students):

- (1) Students are divided into four country groups and are expected to deliver weekly PPT and oral presentations highlighting each country's key challenges and opportunities related to the development issue analysed that week (40%);

Final Individual assignment:

- (2) Hand-written and in-person essay (1 000 words) on a question chosen by the student from a list of three on a contemporary development challenge in a Latin American country (60%).

The numerical grade distribution will dictate the final grade. The passing grade for this course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Olivia Cuq has over 14 years of experience in public policy for developing countries. She is the co-coordinator of the Latin American Economic Outlook, OECD's flagship on Latin America and the Caribbean and specialises in sustainable development. Prior to these assignments, Olivia worked for the Government of Argentina, both at the local and international level. She holds an MPP from Sciences Po and Universidad Austral, a specialisation on international cooperation from the University of Rome La Sapienza and one on political communication from FLACSO, and a 5-year bachelor on Political Science.

Regional and Urban Economics

ECTS : 6

Enseignant responsable : Michail DIMOU

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The course aims to provide an analysis of regional and urban economics. The course addresses several issues, including households' and firms' location strategies, urban development, urban policies, local taxation, urban transport, real estate prices, and sustainable city projects. The course offers students a comprehensive theoretical analysis of regional and urban development mechanisms, complemented by essential empirical work, including numerous examples and case studies. This course is on Moodle. **1** Introduction **2** History of urban economics **3** Theories of location **4** Theories of location **5** Urban sprawl - measures and examples **6** History of urban planning and architecture **7** Urban policies - taxation **8** Urban policies - land competition **9** Regional and urban disparities **10** Regional and urban transport **11** Environment and sustainable city **12** Final assessment session

Compétences à acquérir :

By the end of the course, students will be able to:

- Identify the economic forces and principles that explain the existence and growth of cities;
- Analyze firms' and households' location choices;
- Explain how land and housing markets function;
- Describe and interpret urban equilibrium models;
- Evaluate urban policy outcomes and taxation mechanisms;
- Assess environmental and transportation challenges in urban areas.

Pré-requis obligatoires

Students eligible to take this course may come from various academic backgrounds, including economics, management, business administration, political science, mathematics, sociology, geography, or regional studies. As the course adopts a quantitative and analytical approach, participants are expected to have completed introductory courses in microeconomics and macroeconomics, or to demonstrate equivalent foundational knowledge in these areas. Prior coursework in economic analysis and mathematics is also recommended to facilitate understanding of the course material.

Mode de contrôle des connaissances :

Group project and presentation (50%): Teams work on a specific topic related to urban or regional economics and present their analysis in class. **Final exam (50%):** Individual written exam covering theoretical and applied topics discussed during the course. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10 out of 20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the group's output.

Bibliographie, lectures recommandées :

It is pretty challenging to provide references for a course that covers all aspects of urban and regional economics. Interesting books are the following:

- P. McCann, Urban and Regional Economics, 2001, Oxford University Press;
- P. McCann, Modern Urban and Regional Economics, 2013, Oxford University Press;
- A. O'Sullivan, Urban Economics, Latest Edition, 2019 McGraw-Hill;
- M. Dimou, A. Schaffar, 2026, Économie urbaine, La Découverte (forthcoming).

Michel Dimou is a Professor of Economics at the University of Toulon. His research focuses on urban and regional

development, migration dynamics, and socioeconomic inequalities. He currently serves as the Honorary President of the French-speaking section of the International Regional Science Association. He is also a member of the National Council of Universities (CNU) in Economics and of the French High Council for the Evaluation of Research and Higher Education (HCERES). Since 2018, Michel Dimou has been teaching the Economic Globalization course at Université Paris-Dauphine.

SEMESTRE 2

PARCOURS 1 - Liste obligatoire

Accounting and Financial Reporting

ECTS : 6

Enseignant responsable : Bruno OXIBAR (https://dauphine.psl.eu/recherche/cvtheque/oxibar-bruno)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The aim of the course is to allow students to read and understand financial statements of corporations and groups. This course should be of interest to all students considering applying to a master degree in accounting, as well as managers and investors who wish to understand and properly read financial statements.
It will help students gain a deeper grasp of accounting after the course Accounting 1, focused on fundamentals.
During 12 weeks and 3h per week, it will develop :
- Relativity of financial figures : accounting principles, options and accounting policies, bookkeping, under different accounting standards (PCG / IFRS);
- Financing operations;
- Statement of cash flow;
- Introduction to consolidation. This course is on Moodle.
1-2
Chapter 1 - Accounting reminders
Accounting methods and principles. Current operations, from bookkeeping to financial statements
3-4
Chapter 2: adjusting entries at the end of the financial period
Periodic inventory system, depreciation, amortization, impairment and provision, accruals and prepayments
5
Chapter 3: financial statements presentation
Balance sheet, income statements and notes. French format
6-7
Chapter 4: accounting standards normalization and international standards
Accounting standards setting, history and institutions. Focus on some IAS / IFRS standards: fair-value, impairment, leasing contracts, financial instruments
8
Mid-term exam
9-10
Chapter 5: booking of financing operations
Setting-up of a company, capital increase, net income appropriation, bonds
11
Chapter 6: cash-flow statement
Drawing up and analysis of a cash-flow statement
12
Chapter 7: introduction to consolidation
Consolidation scope: control and consolidation methods. Acquisition methods, equity method. Acquisition goodwill
13
Final Exam

Compétences à acquérir :

By the end of the course, students will be able to:
- Read financial statements they can build;
- Interpret the documents in accordance with their specific accounting standards (French and international);

- Assess the validity of accounting information provided to users.

Pré-requis obligatoires

Students should have completed Accounting 1, as a minimum grounding in accounting is necessary to follow this course : double-entry bookkeeping, periodic inventory system and solid understanding of fundamental accounting principles, including the recording of current operations and year-end adjustments as well as the preparation of basic financial statements. Additionally, familiarity with the conceptual framework and local accounting standards, such as the French Plan Comptable Général (PCG) or other national GAAP, governing transaction recording is required.

Mode de contrôle des connaissances :

- A written assignment (50%) makes the continuous assessment mark;
- Final written exam (50%).

Basic calculators are allowed in examinations.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Dick W., Missonier-Piera F. (2020), Financial accounting with IFRS, Pearson Education, 5th edition (French and English versions available); - Colasse B., with Chantiri R. (2023), Introduction à la comptabilité, Economica, 15th edition (French version).

Bruno Oxibar, PhD in Management Sciences and Chartered Accountant Associate Professor, Université Paris Dauphine-PSL
As a member of Dauphine Research in Management laboratory (DRM - CNRS Joint Research Unit), his research focuses on the role of digital technologies and non-financial information in corporate financial communication.
He teaches accounting at various levels, covering individual financial statements under French GAAP, IFRS-based accounting, consolidated financial statements, as well as corporate finance, including financial analysis of both standalone and group accounts.
Bruno also co-leads several executive education programs, including the Executive Master "Managers in Insurance Brokerage " (in partnership with PLANETE CSCA), the Certificates in "Financial Communication and Investor Relations" (in partnership with CLIFF, the French association of financial communication professionals), and the International Paris MBA in Tunis. In addition, he is Director of the Master's in Accounting, Control and Audit at Dauphine-PSL.
He is co-author, with Bernard Colasse, of the 6th edition of L'analyse financière de l'entreprise (2021) and recently published:
Le Bot, C., Perrigot, R., Déjean, F., & Oxibar, B. (2025). ESG Reporting by Food Retail Groups: Focus on Employment of People with Disabilities. Revue de l'Organisation Responsable, 20(3), 7-30.

Corporate Finance

ECTS : 6

Enseignant responsable : Mattia GIROTTI (https://drm.dauphine.fr/fr/drm/membres/detail-cv/profile/mattia-girotti.html)

Langue du cours : Français

Volume horaire : 54

Description du contenu de l'enseignement :

This is an introductory course aimed at undergraduate students with no former background in finance and provides a framework for analyzing the major types of investment and financial decisions made by corporations. In the first part, the course introduces the financial tools necessary to analyze a company: income and balance sheet analysis, present value techniques, pricing of stocks and bonds, and portfolio theory. In the second part, the course offers an analysis of the most important aspects of firm management: the evaluation of investment projects, cost of capital, corporate value creation and firm capital structure. In the last part, the course aims at providing a broad overview of financial markets and of the operations that firms can perform on those markets (i.e., Initial Public Offerings, Secondary Public Offerings, Mergers and Acquisitions), including some basic principles of risk management with derivative securities. This course is on Moodle. Part I: Financial Analysis 1 Income and Margin Analysis; 2 Working Capital, Capital Expenditures and Financing Analysis; 3 Return on Equity and Operating Assets; 4 Cash Flow Statement Analysis; Part II: Value, Investment Decision Rules and Cost of Capital 5 Time Value of Money and Discounted Cash Flow (DCF) Models; 6 Value, Investment Decision Rules and Value Creation; 7 Risk and Return; 8 Cost of Capital and Financial Structure; Part III: Financial Markets and Financial Risks 9 Financial Markets (part 1); 10 Financial Markets (part 2); 11 Introduction to Options; 12 Introduction to Financial Risk Management; 13 Final Exam.

Compétences à acquérir :

By the end of the course, students should be able to interpret financially the firm's income statement and balance sheet; perform a cash flow statement analysis, and an analysis of the working capital requirements of the company; determine the value of an asset (bond, stock, etc.); assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; understand the working of financial markets; determine the trading price in auctions and limit order books; use option contracts to either speculate or hedge against a risk.

Pré-requis recommandés

A general knowledge of basic accounting is recommended.

Mode de contrôle des connaissances :

The final grade is determined as follows:

- Work %
- Midterm Exam 40%
- Final Exam 50%
- Tutorial (presence, participation, presentations) 10%
- Total 100%

Bibliographie, lectures recommandées :

Lecture notes are the main course material. In addition, these optional textbooks are recommended for this course:

- Jouaber K. and M-J. Rigobert: TD en finance d'entreprise, Dunod. (Only available in French);
- Vernimmen P., P. Quiry, Y. Le Fur, A. Salvi and M. Dallochio: Corporate Finance Theory and Practice, Wiley;
- Brealey R. A. and S. C. Myers, Principles of Corporate Finance, McGraw-Hill.

Case studies will be made available to students prior to each tutorial session. Students are required to bring these documents - either in a numeric or printed version - to the corresponding tutorial session. **Kaouther Jouaber** is a Senior Lecturer at Paris Dauphine University since 2001. She has a PhD in Finance from Paris Dauphine University. Her research is focused on market microstructure and market regulation. Her teaching is focused on corporate finance and portfolio management. Sabrina Buti is a Professor of Finance at Paris Dauphine University since 2016. She has a PhD in Economics from Toulouse University and, before joining Dauphine, she was an Assistant Professor of Finance at the Joseph L. Rotman School of Management, University of Toronto. Her research is focused on market microstructure and in particular on the optimal design and regulation of stock exchanges. Her teaching is focused primarily on corporate finance and on the analysis of derivative instruments. **Mattia Girotti** is a Professor of Finance at the Université Paris Dauphine - PSL since 2023. Before joining Dauphine, Mattia worked at the Banque de France as a Senior Research Economist in the Financial Economics Research Division. Mattia obtained his PhD in Economics from the Toulouse School of Economics in 2015. His main research interest is in banking, but he is more broadly interested in corporate finance and the industrial organization of the financial sector.

Human Resource Management (HRM)

ECTS : 6

Enseignants : Fabien BLANCHOT, Sonia THOMAS
https://dauphine.psl.eu/recherche/cvtheque/blanchot-fabien
https://dauphine.psl.eu/recherche/cvtheque/thomas-sonia

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

The role of Human Resource Management (HRM) within organizations is evolving. Traditionally focused on administrative tasks such as payroll and compliance, HR now plays a strategic role in aligning workforce capabilities with business objectives.
Today's HR professionals operate in a rapidly changing context marked by technological advances, social transformation, and new work models -- including remote work and the gig economy. The rise of AI raises crucial questions about the future of human work, while diversity, inclusion, and CSR have become key organizational priorities.
This course introduces students to the foundations of HRM and explores how people management drives performance, innovation, and sustainability. Through case studies and class discussions, students will link theory to practice and reflect on the evolving role of HR.
This course is designed to raise awareness of the critical role Human Resource Management (HRM) plays in shaping professional lives. The key target group is defined as follows:
- Future employees: Every employee engages with HR policies and practices, making understanding workplace dynamics and corporate culture essential. This knowledge is key to achieving successful professional integration and long-term career development.
- Future entrepreneurs or HR managers: These individuals play a pivotal role in shaping an organization's HR vision, designing and implementing HR policies, and assessing their impact to ensure alignment with organizational goals.
- Managers and leaders: Every team leader or manager must understand the levers available to develop and manage skills that drive individual, collective, economic, and social performance. This course is on Moodle. 1
Overview of Human Resources and Human Resource Management (2 sessions) Reading before class

- Hammonds, K.H. (2005) Why we hate HR. Fast Company; 8 (97), 40-47

Introduction and Expectations: Overview of ground rules, course expectations, and assignments.
Understanding Work: Exploration of how work shapes and is shaped by societal dynamics, including its historical evolution and the role of human capital in modern economies.
Organizational Theory and Evolution of Work Exploration of organizational theory and how work has changed over time, including the concept of human capital.
Key Trends in International HRM: Analysis of global trends in HRM and their impact on management practices.
Definition and Scope of HRM: Definition of Human Resource Management, highlighting the key areas of action and influence within organizations.
Managers as Human Capital Optimizers: How managers can optimize their roles in managing and developing human capital. (This is a constant theme throughout the semester).
Transformational HR: Insights into the strategic role of HR as a business partner, and the relationship between HRM and organizational objectives.
2 Contd.
3
Staffing and Competencies (1-2 sessions) Reading before class:

- Polzer, J.T., Trust the Algorithm or Your Gut? Harvard Business Review, May-June 2018, 1-6
- DeNisi, A., Murphy, K. (2017). Performance Appraisal and Performance Management: 100 Years of Progress? Journal of Applied Psychology, Vol.102, No.3, 421-433

HR Strategy and Practices: Understanding the role of the HR strategy in shaping HR practices. Introduction to strategic workforce planning: analyzing current competencies and forecasting future HR needs, including succession planning.
Change Management: An overview of strategies and best practices for effectively managing organizational change.
Performance Management: Role of HRM and managers/leaders in optimizing individual and collective performance. Cultural & legal considerations in performance management. Staff review processes: evaluating staff evolution, training, and transformational processes. Competency management as a tool for organizational growth.
Termination and Disciplinary Actions: Brief overview of the termination of employment contracts. Managing disciplinary actions and sanctions.
HR and Managerial Tools: Introduction to tools and frameworks used by HR and managers for effective people management. 4 Contd. 5
Recruitment and Talent Management (2-3 sessions) Reading before class:

- Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. G. (1998). The war for talent. McKinsey Quarterly, 44-57.

- Amankwah-Amoah, J. (2020) Talent Management and global competition for top talent: A co-opetition-based perspective. Thunderbird International Business Review, 2020;62:343-352.
- Aguinis, H., & Glavas, A. (2012). What We Know and Don't Know About Corporate Social Responsibility. Journal of Management, 38(4), 932-968.

Recruitment Process in a Multicultural Context: Understanding the roles of HRM and managers in recruitment. Strategies for preboarding and onboarding to ensure smooth integration of new hires.
Remuneration and Retribution: Exploring levels and forms of remuneration and retribution. Cultural variances in international HRM practices related to compensation.
Talent Management: The importance of talent management for organizational success. Understanding the global talent market and its challenges. Best practices for managing and developing talent effectively.
Diversity and Inclusion: The role of diversity in the workplace and its benefits. Cross-cultural and intergenerational management strategies. DEI (Diversity, Equity, and Inclusion) considerations and creating inclusive policies. Managing an international team: overcoming challenges and leveraging strengths.
Understanding CSR: Exploring the ethical, social, and environmental dimensions of CSR initiatives. Examples of successful CSR strategies and their impact on employee engagement and brand reputation.
Introduction to ESG: Differences between CSR and ESG in scope, measurement, and implementation. The role of ESG in influencing investor decisions and regulatory compliance. 6 Contd. **Reading before class**:

- Getz, I. (2009). Liberating leadership: how the initiative-freeing radical organizational form has been successfully adopted. California Management Review, 51(4), 32-58.

7
Work Conditions, Social Relations, and Leadership (2 Sessions) Reading before class

- Herzberg, F. (2003). One More Time: How Do you Motivate Employees? Harvard Business Review, Motivating People, January 2003, 87-96.

Health and Safety Considerations: Understanding workplace health and safety requirements. Addressing psycho-social risks, including stress and burnout. Strategies for promoting employee well-being in the workplace including the role of management/leadership in ensuring workplace safety.
Communication and Conflict Management: The importance of effective communication in maintaining workplace harmony. Tools and techniques for managing and resolving tension and conflicts.
Corporate Culture and Leadership Styles: Understanding the role of corporate culture in shaping employee behaviour and organizational success.
Exploring different Leadership Styles and their impact on Team Dynamics and Performance: Aligning leadership approaches with organizational values and goals.
Roles & Responsibilities in Labour Relations: Overview of employee representatives and their responsibilities.
Understanding the role of trade unions in fostering constructive labour relations. 8 Contd. **Reading before class**:

- Cheese, P. (2016). Risky Business in a Volatile World, Human Resource Management International Digest, 25 (1) 2017,13-15.

9 Group Project: presentation 10 **Final Exam**

Compétences à acquérir :

By the end of this course, students will be able to: - Identify and explain the key roles and responsibilities of HR within organizations. - Distinguish between HR and managerial functions and analyze their interdependence. - Apply HR tools to attract, develop, and retain talent. - Assess HR challenges in diverse organizational contexts (MNCs, start-ups, scale-ups). - Understand and evaluate social relations and labor dynamics within organizations. - Examine how HRM supports CSR and ESG objectives.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

The curriculum will include **compulsory reading** before each class, one group project and one individual assignment to consolidate ongoing learning. Students will be encouraged to develop their critical thinking throughout the semester.
Teaching methods: The course combines lectures, case discussions & group exercises. Students are encouraged to connect theoretical frameworks with practical applications through in-class discussions and assignments.
Students will be evaluated on their performance in **3 areas**:
FINAL EXAM
- Written Exam at the end of the semester
- Weighting: **50%**
1 INDIVIDUAL ASSIGNMENT
- Due week: dates will be communicated at the beginning of the semester

- Weighting: **20%**

GROUP ASSIGNMENT (PROJECT): REPORT AND PRESENTATION BASED ON A CASE STUDY

- Due week 9
- Weighting: **30%** (15% written report/15% oral presentation).

More information about the assignments and the final exam (including past papers) will be provided during class.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

In English and available at the library:

- Tomal, Daniel R. & Schilling, Craig A. (2018) Human Resource Management: Optimizing Organizational Performance, 2nd edition, Rowman & Littlefield Publishers;
- DeCenzo, David & Robbins, Stephen (2011) Human Resource Management, 10th edition, Wiley;
- Dejoux, Cécile & Thévenet, Maurice (2012) Talent Management, DUNOD;
- Jackson, Terence Hugh (2002), International HRM: A Cross-Cultural Approach, Sage Publications Ltd.

Available online for purchase:

- Schmidt, Lars (2021) Redefining HR: Transforming People Teams to Drive Business Performance. Kogan Page Limited.

Sonia Thomas is a certified executive and team coach specializing in interculturality, leadership posture development, career progression, and well-being. She teaches Human Resource Management at Dauphine University Paris-PSL and several French business schools, while also advising business leaders through the Innovation & Entrepreneurship Executive Master's program at HEC Paris.
With decades of experience in senior leadership roles, including as COO of UFI, the Global Association of the Exhibition Industry, Sonia has honed her expertise in organizational strategy and human capital management. Earlier in her career, she served as HR Manager at an international law firm in Paris, where she played a pivotal role in the successful merger of a French and an American firm.
Passionate about creating inclusive and high-performing workplaces, Sonia blends academic insight with practical experience to coach leaders, develop talent, and drive cultural transformation. She holds a University Diploma in team coaching from Dauphine (majored top of the class) and a certification in Inclusive Leadership through Behavioural Studies from the London School of Economics, as well as a BA Hons in Hospitality Management.
As Vice-President of Women in Exhibitions International, Sonia leads initiatives and research that advance diversity and equity in the workplace. A sought-after speaker at events and conferences, she brings a wealth of knowledge and inspiration to her audiences.
Originally from Northern Ireland, Sonia is bilingual in French and English.

PARCOURS 2 - Liste obligatoire

Corporate Finance

ECTS : 6

Enseignant responsable : Mattia GIROTTI (https://drm.dauphine.fr/fr/drm/membres/detail-cv/profile/mattia-girotti.html)

Langue du cours : Français

Volume horaire : 54

Description du contenu de l'enseignement :

This is an introductory course aimed at undergraduate students with no former background in finance and provides a framework for analyzing the major types of investment and financial decisions made by corporations. In the first part, the course introduces the financial tools necessary to analyze a company: income and balance sheet analysis, present value techniques, pricing of stocks and bonds, and portfolio theory. In the second part, the course offers an analysis of the most important aspects of firm management: the evaluation of investment projects, cost of capital, corporate value creation and firm capital structure. In the last part, the course aims at providing a broad overview of financial markets and of the operations that firms can perform on those markets (i.e., Initial Public Offerings, Secondary Public Offerings, Mergers and Acquisitions), including some basic principles of risk management with derivative securities. This course is on Moodle. Part I: Financial Analysis 1 Income and Margin Analysis; 2 Working Capital, Capital Expenditures and Financing Analysis; 3 Return on Equity and Operating Assets; 4 Cash Flow Statement Analysis; Part II: Value, Investment Decision Rules and Cost of Capital 5 Time Value of Money and Discounted Cash Flow (DCF) Models; 6 Value, Investment Decision Rules and Value Creation; 7 Risk and Return; 8 Cost of Capital and Financial Structure; Part III: Financial Markets and Financial Risks 9 Financial Markets (part 1); 10 Financial Markets (part 2); 11 Introduction to Options; 12 Introduction to Financial Risk Management; 13 Final Exam.

Compétences à acquérir :

By the end of the course, students should be able to interpret financially the firm's income statement and balance sheet; perform a cash flow statement analysis, and an analysis of the working capital requirements of the company; determine the value of an asset (bond, stock, etc.); assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; understand the working of financial markets; determine the trading price in auctions and limit order books; use option contracts to either speculate or hedge against a risk.

Pré-requis recommandés

A general knowledge of basic accounting is recommended.

Mode de contrôle des connaissances :

The final grade is determined as follows:

- Work %
- Midterm Exam 40%
- Final Exam 50%
- Tutorial (presence, participation, presentations) 10%
- Total 100%

Bibliographie, lectures recommandées :

Lecture notes are the main course material. In addition, these optional textbooks are recommended for this course:

- Jouaber K. and M-J. Rigobert: TD en finance d'entreprise, Dunod. (Only available in French);
- Vernimmen P., P. Quiry, Y. Le Fur, A. Salvi and M. Dallochio: Corporate Finance Theory and Practice, Wiley;
- Brealey R. A. and S. C. Myers, Principles of Corporate Finance, McGraw-Hill.

Case studies will be made available to students prior to each tutorial session. Students are required to bring these documents - either in a numeric or printed version - to the corresponding tutorial session. **Kaouther Jouaber** is a Senior Lecturer at Paris Dauphine University since 2001. She has a PhD in Finance from Paris Dauphine University. Her research is focused on market microstructure and market regulation. Her teaching is focused on corporate finance and portfolio management. Sabrina Buti is a Professor of Finance at Paris Dauphine University since 2016. She has a PhD in Economics from Toulouse University and, before joining Dauphine, she was an Assistant Professor of Finance at the Joseph L. Rotman School of Management, University of Toronto. Her research is focused on market microstructure and in particular on the optimal design and regulation of stock exchanges. Her teaching is focused primarily on corporate finance and on the analysis of derivative instruments. **Mattia Girotti** is a Professor of Finance at the Université Paris Dauphine - PSL since 2023. Before joining Dauphine, Mattia worked at the Banque de France as a Senior Research Economist in the Financial Economics Research Division. Mattia obtained his PhD in Economics from the Toulouse School of Economics in 2015. His main research interest is in banking, but he is more broadly interested in corporate finance and the industrial organization of the financial sector.

Fundamentals of Strategy

ECTS : 6

Enseignant responsable : Lionel GARREAU (https://dauphine.psl.eu/recherche/cvtheque/garreau-lionel)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Whether you're a consultant, manager, analyst, project manager, or in charge of a functional activity (finance, human resources, etc.), any management job requires you to understand the rules of the game and the dynamics of the environment in which your organization operates, on the one hand, and to know how to define and implement **strategic actions** to achieve your objectives and survive, on the other. Today's strategic environment is becoming increasingly complex: large-scale uncertainties are emerging (climate risks, artificial intelligence, big data **and** blockchain technologies, etc.), and more systemic modes of organization are taking shape (ecosystems, platforms, etc.), generating new risks and opportunities for companies.
The teaching of the Fundamentals of Strategy course is based on a pedagogy in which students are put in a position to be both **active participants** and autonomous in their learning. It includes:
- textual and digital resources that students can**work through** at their own pace, through quizzes indicating their level of mastery of the content
- **4 hackathons of 4.5 hours**, every 3 weeks, in which the student is put in the situation of using the concepts made available during the previous period.
A corpus of readings and videos is made available on Moodle before each hackathon. These elements serve as support for the 4 hackathons and should therefore be used to prepare for the hackathon. The quizzes are designed to help students **self-assess** the elements that the teaching team would like them to acquire. These quizzes are not part of the assessment, but are a tool for students' **self-evaluation** of their level of mastery of the content.
A forum is available for each section, where the course leader or members of the teaching team can answer any questions you may have about your understanding of the readings. Questions should be submitted no later than 1 week before each hackathon, to allow time for processing. This course is on Moodle.
PART 1 (Hackathon 1) : Strategic diagnosis
Students will need to be familiar with diagnostic tools and understand how they can be used in combination to carry out a complete strategic diagnosis of a company. These tools will be used in a real-life case study during the hackaton.
PART 2 (Hackathon 2) : Business strategies
Students will need to understand the various ways in which companies can position themselves strategically, and master the definition and design of a business model with a view to creating value. The aim of the hackaton will be to propose a strategy or business model for a given organization.
PART 3 (Hackathon 3): Corporate strategies
In this third part, we will study the role of a head office and see what tools can be used to decide whether or not to develop certain activities at group level. The hackaton will enable us to analyze and propose the coherence of the activities of two competing organizations.
PART 4 (Hackathon 4): Implementing strategy
Implementing a strategy does not stop with a decision at top management level. Organizational structures and the leadership skills of executives and managers are crucial to the success of the strategic project. Students will be put in the position of having to convince an investor of their ability to develop a strategic project.

Compétences à acquérir :

By the end of this course, students will be able to:

- Identify and understand the major strategic issues facing companies today;
- Master the key theoretical concepts used to analyze these issues;
- Produce a structured, coherent, and well-argued strategic analysis of a company's situation.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

Overall, students must demonstrate
(1) a mastery of the concepts covered in the course,
(2) an understanding of the strategic issues facing companies,
and (3) the ability to write a structured, coherent and well-argued analysis of these issues.
The detailed assessment procedures are as follows:**Note: Peer evaluation (50%)**
Principles: Students will have to evaluate the contribution of each of their groupmates within the working group.
Instructions: Fill in the questionnaire within 1 week of each hackathon.
Note: Group Work production (50%)
Principles: Group work during hackathons, according to instructions. Groups are in competition and are ranked according

to their level of performance. The grade reflects the group ranking
Instruction: Each hackathon is based on specific organizational and content arrangements, which will be presented to the students before the session.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Whittington R. et al. Exploring Strategy, 13th edition, 2023.

Lionel Garreau is an Associate Professor of Strategy at Université Paris Dauphine-PSL. His research examines how organizations articulate meaning and business models, with a particular focus on developing a systemic approach to strategy. He has published in leading international journals such as Strategic Organization, the British Journal of Management, the Scandinavian Journal of Management, and M@n@gement. At Dauphine, he directs the Master 2 Research in Management and the Executive PhD programs, fostering bridges between academic inquiry and managerial practice. He is also the co-founder and co-director of the Systemic Innovation and Management Institute, dedicated to advancing systemic thinking in management and strategy.

Principles of Marketing

ECTS : 6

Enseignant responsable : Sarah LASRI (https://dauphine.psl.eu/recherche/cvtheque/lasri-sarah)

Langue du cours : Français

Volume horaire : 33

Description du contenu de l'enseignement :

This course aims to present the main concepts, methods, and practices in marketing that companies use today to develop and enhance their offerings. This introductory module is intended for students who wish to pursue a marketing track in the first year of the Master's program, but also for those who, without necessarily planning a career in marketing or sales, nonetheless need to understand the role of marketing and master its principles within an organization. This course is on Moodle.

1 Introduction, Strategic Marketing and Marketing Strategy
2 Brand Management and Consumer Behavior
3 Product and Price policies
4 Promotion and place policies
5 Ethical Marketing and Digital Marketing
6 Project Group (Strategy)
7 Project Group (Market studies)
8 Project Group (Operational decisions)
9 Debate + Marketing international 10 Marketing surprises
11 Project Groupe - Final Presentations
12 Final exam

Compétences à acquérir :

By the end of this course, students will be able to:

- Understand the fundamental concepts, principles, and frameworks of marketing;
- Explain and apply the concepts of market segmentation, targeting, and positioning;
- Appreciate the importance of consumer behavior in shaping marketing strategies;
- Develop marketing strategies for products launches;
- Apply marketing concepts to real-world business scenarios and case studies;
- Demonstrate awareness of ethical considerations in marketing decisions;
- Reflect critically on marketing trends and challenges in contemporary business environments;
- Communicate marketing ideas effectively in written and oral form;
- Work collaboratively in teams to create marketing project proposals or presentations.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

The assessment consists of:
- a final in-person written exam grade (50%)
- a grade for the innovation project completed in groups of 3 to 5 students (40% for the final project report and the final presentation in class)
- a grade for "marketing surprises" (10%)
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Solomon, M. R., & Russell, C. A. (2024). Consumer behavior: Buying, having, and being (14th Global Edition). Pearson;
- Kotler, P., & G. Armstrong et S. Balasubramanian (2023). Principles of Marketing. (19th Global Edition). Pearson.

Sarah Lasri is a Senior Lecturer at Université Paris-Dauphine. She initially specialized in healthcare marketing and currently focuses more broadly on CSR (Corporate Social Responsibility) issues for companies, particularly in the context of marketing practices. She is also the program director of the Master 2 in Product Management and Retail.

PARCOURS 3 - Liste obligatoire

Accounting and Financial Reporting

ECTS : 6

Enseignant responsable : Bruno OXIBAR (https://dauphine.psl.eu/recherche/cvtheque/oxibar-bruno)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The aim of the course is to allow students to read and understand financial statements of corporations and groups.

This course should be of interest to all students considering applying to a master degree in accounting, as well as managers and investors who wish to understand and properly read financial statements.
It will help students gain a deeper grasp of accounting after the course Accounting 1, focused on fundamentals.
During 12 weeks and 3h per week, it will develop :
- Relativity of financial figures : accounting principles, options and accounting policies, bookkeping, under different accounting standards (PCG / IFRS);
- Financing operations;
- Statement of cash flow;
- Introduction to consolidation. This course is on Moodle.
1-2
Chapter 1 - Accounting reminders
Accounting methods and principles. Current operations, from bookkeeping to financial statements
3-4
Chapter 2: adjusting entries at the end of the financial period
Periodic inventory system, depreciation, amortization, impairment and provision, accruals and prepayments
5
Chapter 3: financial statements presentation
Balance sheet, income statements and notes. French format
6-7
Chapter 4: accounting standards normalization and international standards
Accounting standards setting, history and institutions. Focus on some IAS / IFRS standards: fair-value, impairment, leasing contracts, financial instruments
8
Mid-term exam
9-10
Chapter 5: booking of financing operations
Setting-up of a company, capital increase, net income appropriation, bonds
11
Chapter 6: cash-flow statement
Drawing up and analysis of a cash-flow statement
12
Chapter 7: introduction to consolidation
Consolidation scope: control and consolidation methods. Acquisition methods, equity method. Acquisition goodwill
13
Final Exam

Compétences à acquérir :

By the end of the course, students will be able to:
- Read financial statements they can build;
- Interpret the documents in accordance with their specific accounting standards (French and international);
- Assess the validity of accounting information provided to users.

Pré-requis obligatoires

Students should have completed Accounting 1, as a minimum grounding in accounting is necessary to follow this course : double-entry bookkeeping, periodic inventory system and solid understanding of fundamental accounting principles, including the recording of current operations and year-end adjustments as well as the preparation of basic financial statements. Additionally, familiarity with the conceptual framework and local accounting standards, such as the French Plan Comptable Général (PCG) or other national GAAP, governing transaction recording is required.

Mode de contrôle des connaissances :

- A written assignment (50%) makes the continuous assessment mark;
- Final written exam (50%).

Basic calculators are allowed in examinations.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course

assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Dick W., Missonier-Piera F. (2020), Financial accounting with IFRS, Pearson Education, 5th edition (French and English versions available); - Colasse B., with Chantiri R. (2023), Introduction à la comptabilité, Economica, 15th edition (French version).

Bruno Oxibar, PhD in Management Sciences and Chartered Accountant Associate Professor, Université Paris Dauphine-PSL
As a member of Dauphine Research in Management laboratory (DRM - CNRS Joint Research Unit), his research focuses on the role of digital technologies and non-financial information in corporate financial communication.
He teaches accounting at various levels, covering individual financial statements under French GAAP, IFRS-based accounting, consolidated financial statements, as well as corporate finance, including financial analysis of both standalone and group accounts.
Bruno also co-leads several executive education programs, including the Executive Master "Managers in Insurance Brokerage " (in partnership with PLANETE CSCA), the Certificates in "Financial Communication and Investor Relations" (in partnership with CLIFF, the French association of financial communication professionals), and the International Paris MBA in Tunis. In addition, he is Director of the Master's in Accounting, Control and Audit at Dauphine-PSL.
He is co-author, with Bernard Colasse, of the 6th edition of L'analyse financière de l'entreprise (2021) and recently published:
Le Bot, C., Perrigot, R., Déjean, F., & Oxibar, B. (2025). ESG Reporting by Food Retail Groups: Focus on Employment of People with Disabilities. Revue de l'Organisation Responsable, 20(3), 7-30.

Corporate Finance

ECTS : 6

Enseignant responsable : Mattia GIROTTI (https://drm.dauphine.fr/fr/drm/membres/detail-cv/profile/mattia-girotti.html)

Langue du cours : Français

Volume horaire : 54

Description du contenu de l'enseignement :

This is an introductory course aimed at undergraduate students with no former background in finance and provides a framework for analyzing the major types of investment and financial decisions made by corporations. In the first part, the course introduces the financial tools necessary to analyze a company: income and balance sheet analysis, present value techniques, pricing of stocks and bonds, and portfolio theory. In the second part, the course offers an analysis of the most important aspects of firm management: the evaluation of investment projects, cost of capital, corporate value creation and firm capital structure. In the last part, the course aims at providing a broad overview of financial markets and of the operations that firms can perform on those markets (i.e., Initial Public Offerings, Secondary Public Offerings, Mergers and Acquisitions), including some basic principles of risk management with derivative securities. This course is on Moodle.
Part I: Financial Analysis 1 Income and Margin Analysis; 2 Working Capital, Capital Expenditures and Financing Analysis; 3 Return on Equity and Operating Assets; 4 Cash Flow Statement Analysis; Part II: Value, Investment Decision Rules and Cost of Capital 5 Time Value of Money and Discounted Cash Flow (DCF) Models; 6 Value, Investment Decision Rules and Value Creation; 7 Risk and Return; 8 Cost of Capital and Financial Structure; Part III: Financial Markets and Financial Risks 9 Financial Markets (part 1); 10 Financial Markets (part 2); 11 Introduction to Options; 12 Introduction to Financial Risk Management; 13 Final Exam.

Compétences à acquérir :

By the end of the course, students should be able to interpret financially the firm's income statement and balance sheet; perform a cash flow statement analysis, and an analysis of the working capital requirements of the company; determine

the value of an asset (bond, stock, etc.); assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; understand the working of financial markets; determine the trading price in auctions and limit order books; use option contracts to either speculate or hedge against a risk.

Pré-requis recommandés

A general knowledge of basic accounting is recommended.

Mode de contrôle des connaissances :

The final grade is determined as follows:

- Work %
- Midterm Exam 40%
- Final Exam 50%
- Tutorial (presence, participation, presentations) 10%
- Total 100%

Bibliographie, lectures recommandées :

Lecture notes are the main course material. In addition, these optional textbooks are recommended for this course:

- Jouaber K. and M-J. Rigobert: TD en finance d'entreprise, Dunod. (Only available in French);
- Vernimmen P., P. Quiry, Y. Le Fur, A. Salvi and M. Dallochio: Corporate Finance Theory and Practice, Wiley;
- Brealey R. A. and S. C. Myers, Principles of Corporate Finance, McGraw-Hill.

Case studies will be made available to students prior to each tutorial session. Students are required to bring these documents - either in a numeric or printed version - to the corresponding tutorial session. **Kaouther Jouaber** is a Senior Lecturer at Paris Dauphine University since 2001. She has a PhD in Finance from Paris Dauphine University. Her research is focused on market microstructure and market regulation. Her teaching is focused on corporate finance and portfolio management. Sabrina Buti is a Professor of Finance at Paris Dauphine University since 2016. She has a PhD in Economics from Toulouse University and, before joining Dauphine, she was an Assistant Professor of Finance at the Joseph L. Rotman School of Management, University of Toronto. Her research is focused on market microstructure and in particular on the optimal design and regulation of stock exchanges. Her teaching is focused primarily on corporate finance and on the analysis of derivative instruments. **Mattia Girotti** is a Professor of Finance at the Université Paris Dauphine - PSL since 2023. Before joining Dauphine, Mattia worked at the Banque de France as a Senior Research Economist in the Financial Economics Research Division. Mattia obtained his PhD in Economics from the Toulouse School of Economics in 2015. His main research interest is in banking, but he is more broadly interested in corporate finance and the industrial organization of the financial sector.

Management Control

ECTS : 6

Enseignant responsable : Celine BAUD (https://dauphine.psl.eu/recherche/cvtheque/baud-celine)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Information is a crucial resource for organizations. It enables managers to make decisions, evaluate options, formulate plans and monitor their implementation. The tools that enable this monitoring are therefore omnipresent in the work of managers, from the most strategic to the most operational levels of organizations. It is important to master them, to know how to use them, but also to identify their limits and potential dysfunctional effects.
The course therefore presents the different tools of management control and performance management. It presents the principles and methods of cost calculation, how these calculations can be used to inform operational and strategic decisions. It also presents the tools used to guide and control financial (budgets) and operational (dashboards) performance.
It aims to train skillful users who are not only capable of mastering the fundamental techniques and tools, but who are also able to interpret the results obtained, question the adequacy of the methods used, and assess the coherence between control and monitoring systems in on hand, and organizational objectives in the other.
Course Objectives:
- Mastering the tools and fundamental principles of cost calculation and analysis (partial cost methods, full cost methods).
- Mastering the tools and fundamental principles of performance control and management (budgets, budgetary control, dashboards).

- Give future managers sufficient knowledge to use and adapt the tools at their disposal.
- Introduce future management controllers to the technical and organizational challenges of piloting and control tools. This course is on Moodle. The course consists of lecture sessions (**12 lectures**) and group-based tutorial sessions (**12 tutorials**), organized according to the following syllabus :

Week 1 Introduction to management control: tools, roles and definitions of control the organization of the control function.
Week 2 Variable costing and break-even analysis (1): Cost classification, Cost Volume Profit Analysis Break-even point Cost Indifference Point.
Week 3 Variable costing and break-even analysis (2): Break-even point with multiple products; contribution analysis (direct costing and evolved direct-costing) contribution per unit of scarce resource.
Week 4 Full costing (1): Marginal and absorption costing Product Costs Using Absorption Costing The homogeneous sections method.
Week 5 Full costing (2): Choosing appropriate bases of apportionment Over/Under absorption ("imputation rationnelle" method) Limits of absorption costing.
Week 6 Full costing (3): Activity Based costing
Mid-term exam
Week 7 Decentralisation and financial indicators: Responsibility centres Calculation and use of ROI and EVA.
Week 8 Building a budget (1): Operational budgets.
Week 9 Building a budget (2): Financial budgets Cash Flow budget.
Week 10 Flexible Budgets and Variance Analysis: Sales Volume Variance and Flexible Budget Variance Sales Price variance Direct materials price and efficiency variance Direct manufacturing labor price and efficiency variance analysis and interpretation of variances.
Week 11 Non-financial indicators: Limitations of monitoring by financial indicators, Strategy map and Balanced Scorecard, Issues of quantification of indicators.
Week 12 Control and behaviors: Results control and financial incentives: limits and dysfunctional effects.
Week 13 Review
Final exam

Compétences à acquérir :

By the end of this course, students will be able to:

- Apply key costing methods (variable and full costing) to support managerial decisions;
- Prepare and interpret budgets, variance analyses, and performance dashboards;
- Evaluate the relevance and limitations of management control tools in different contexts;
- Assess and critically reflect on different models and methods in management control.

Pré-requis obligatoires

Being comfortable with numerical reasoning is essential and the course will be easier for students who already have some knowledge of accounting.

Mode de contrôle des connaissances :

Grading Criteria:
- Continuous assessment (mid-term test): 50%.
- Final exam: 50%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by

that group. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Céline Baud:
A graduate of ESCP-EAP and former student of the ENS de Cachan, Céline Baud completed her thesis at HEC-Paris. After spending six years at the Accounting School of Laval University (Quebec), she joined the DRM-MOST team in Dauphine in 2019. Her work focuses on the diversity of management modes and tools in organizations.
She has been particularly interested in risk management methods in the banking sector, changes in the retail sector, social and solidarity economy organizations and, more generally, the role played by accounting and its tools in the transformations of organizations, the economy and society.
With a critical and multidisciplinary approach, she actively participates in the editorial boards of the Socio-Economic Review and Critical Perspectives on Accounting.
Penelope Van Den Bussche: See: https://drm.dauphine.fr/en/drm/members/detail-cv/profile/penelope-van-den-bussche.html

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PARCOURS 4 - Liste obligatoire

Accounting and Financial Reporting

ECTS : 6

Enseignant responsable : Bruno OXIBAR (https://dauphine.psl.eu/recherche/cvtheque/oxibar-bruno)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The aim of the course is to allow students to read and understand financial statements of corporations and groups. This course should be of interest to all students considering applying to a master degree in accounting, as well as managers and investors who wish to understand and properly read financial statements.
It will help students gain a deeper grasp of accounting after the course Accounting 1, focused on fundamentals.
During 12 weeks and 3h per week, it will develop :
- Relativity of financial figures : accounting principles, options and accounting policies, bookkeping, under different accounting standards (PCG / IFRS);
- Financing operations;
- Statement of cash flow;
- Introduction to consolidation. This course is on Moodle.
1-2
Chapter 1 - Accounting reminders
Accounting methods and principles. Current operations, from bookkeeping to financial statements
3-4
Chapter 2: adjusting entries at the end of the financial period
Periodic inventory system, depreciation, amortization, impairment and provision, accruals and prepayments
5
Chapter 3: financial statements presentation
Balance sheet, income statements and notes. French format
6-7
Chapter 4: accounting standards normalization and international standards
Accounting standards setting, history and institutions. Focus on some IAS / IFRS standards: fair-value, impairment, leasing contracts, financial instruments
8
Mid-term exam
9-10
Chapter 5: booking of financing operations
Setting-up of a company, capital increase, net income appropriation, bonds
11
Chapter 6: cash-flow statement
Drawing up and analysis of a cash-flow statement
12

Chapter 7: introduction to consolidation
Consolidation scope: control and consolidation methods. Acquisition methods, equity method. Acquisition goodwill
13
Final Exam

Compétences à acquérir :

By the end of the course, students will be able to:
- Read financial statements they can build;
- Interpret the documents in accordance with their specific accounting standards (French and international);
- Assess the validity of accounting information provided to users.

Pré-requis obligatoires

Students should have completed Accounting 1, as a minimum grounding in accounting is necessary to follow this course : double-entry bookkeeping, periodic inventory system and solid understanding of fundamental accounting principles, including the recording of current operations and year-end adjustments as well as the preparation of basic financial statements. Additionally, familiarity with the conceptual framework and local accounting standards, such as the French Plan Comptable Général (PCG) or other national GAAP, governing transaction recording is required.

Mode de contrôle des connaissances :

- A written assignment (50%) makes the continuous assessment mark;
- Final written exam (50%).

Basic calculators are allowed in examinations.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Dick W., Missonier-Piera F. (2020), Financial accounting with IFRS, Pearson Education, 5th edition (French and English versions available); - Colasse B., with Chantiri R. (2023), Introduction à la comptabilité, Economica, 15th edition (French version).

Bruno Oxibar, PhD in Management Sciences and Chartered Accountant Associate Professor, Université Paris Dauphine-PSL
As a member of Dauphine Research in Management laboratory (DRM - CNRS Joint Research Unit), his research focuses on the role of digital technologies and non-financial information in corporate financial communication.
He teaches accounting at various levels, covering individual financial statements under French GAAP, IFRS-based accounting, consolidated financial statements, as well as corporate finance, including financial analysis of both standalone and group accounts.
Bruno also co-leads several executive education programs, including the Executive Master "Managers in Insurance Brokerage " (in partnership with PLANETE CSCA), the Certificates in "Financial Communication and Investor Relations" (in partnership with CLIFF, the French association of financial communication professionals), and the International Paris MBA in Tunis. In addition, he is Director of the Master's in Accounting, Control and Audit at Dauphine-PSL.
He is co-author, with Bernard Colasse, of the 6th edition of L'analyse financière de l'entreprise (2021) and recently published:
Le Bot, C., Perrigot, R., Déjean, F., & Oxibar, B. (2025). ESG Reporting by Food Retail Groups: Focus on Employment of People with Disabilities. Revue de l'Organisation Responsable, 20(3), 7-30.

Corporate Finance

ECTS : 6

Enseignant responsable : Mattia GIROTTI (https://drm.dauphine.fr/fr/drm/membres/detail-cv/profile/mattia-girotti.html)

Langue du cours : Français

Volume horaire : 54

Description du contenu de l'enseignement :

This is an introductory course aimed at undergraduate students with no former background in finance and provides a framework for analyzing the major types of investment and financial decisions made by corporations. In the first part, the course introduces the financial tools necessary to analyze a company: income and balance sheet analysis, present value techniques, pricing of stocks and bonds, and portfolio theory. In the second part, the course offers an analysis of the most important aspects of firm management: the evaluation of investment projects, cost of capital, corporate value creation and firm capital structure. In the last part, the course aims at providing a broad overview of financial markets and of the operations that firms can perform on those markets (i.e., Initial Public Offerings, Secondary Public Offerings, Mergers and Acquisitions), including some basic principles of risk management with derivative securities. This course is on Moodle. Part I: Financial Analysis 1 Income and Margin Analysis; 2 Working Capital, Capital Expenditures and Financing Analysis; 3 Return on Equity and Operating Assets; 4 Cash Flow Statement Analysis; Part II: Value, Investment Decision Rules and Cost of Capital 5 Time Value of Money and Discounted Cash Flow (DCF) Models; 6 Value, Investment Decision Rules and Value Creation; 7 Risk and Return; 8 Cost of Capital and Financial Structure; Part III: Financial Markets and Financial Risks 9 Financial Markets (part 1); 10 Financial Markets (part 2); 11 Introduction to Options; 12 Introduction to Financial Risk Management; 13 Final Exam.

Compétences à acquérir :

By the end of the course, students should be able to interpret financially the firm's income statement and balance sheet; perform a cash flow statement analysis, and an analysis of the working capital requirements of the company; determine the value of an asset (bond, stock, etc.); assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; understand the working of financial markets; determine the trading price in auctions and limit order books; use option contracts to either speculate or hedge against a risk.

Pré-requis recommandés

A general knowledge of basic accounting is recommended.

Mode de contrôle des connaissances :

The final grade is determined as follows:

- Work %
- Midterm Exam 40%
- Final Exam 50%
- Tutorial (presence, participation, presentations) 10%
- Total 100%

Bibliographie, lectures recommandées :

Lecture notes are the main course material. In addition, these optional textbooks are recommended for this course:

- Jouaber K. and M-J. Rigobert: TD en finance d'entreprise, Dunod. (Only available in French);
- Vernimmen P., P. Quiry, Y. Le Fur, A. Salvi and M. Dallochio: Corporate Finance Theory and Practice, Wiley;
- Brealey R. A. and S. C. Myers, Principles of Corporate Finance, McGraw-Hill.

Case studies will be made available to students prior to each tutorial session. Students are required to bring these documents - either in a numeric or printed version - to the corresponding tutorial session. **Kaouther Jouaber** is a Senior Lecturer at Paris Dauphine University since 2001. She has a PhD in Finance from Paris Dauphine University. Her research is focused on market microstructure and market regulation. Her teaching is focused on corporate finance and portfolio management. Sabrina Buti is a Professor of Finance at Paris Dauphine University since 2016. She has a PhD in Economics from Toulouse University and, before joining Dauphine, she was an Assistant Professor of Finance at the Joseph L. Rotman School of Management, University of Toronto. Her research is focused on market microstructure and in particular on the optimal design and regulation of stock exchanges. Her teaching is focused primarily on corporate finance and on the analysis of derivative instruments. **Mattia Girotti** is a Professor of Finance at the Université Paris Dauphine - PSL since 2023. Before joining Dauphine, Mattia worked at the Banque de France as a Senior Research Economist in the

Financial Economics Research Division. Mattia obtained his PhD in Economics from the Toulouse School of Economics in 2015. His main research interest is in banking, but he is more broadly interested in corporate finance and the industrial organization of the financial sector.

Human Resource Management (HRM)

ECTS : 6

Enseignants : Fabien BLANCHOT, Sonia THOMAS
https://dauphine.psl.eu/recherche/cvtheque/blanchot-fabien
https://dauphine.psl.eu/recherche/cvtheque/thomas-sonia

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

The role of Human Resource Management (HRM) within organizations is evolving. Traditionally focused on administrative tasks such as payroll and compliance, HR now plays a strategic role in aligning workforce capabilities with business objectives.
Today's HR professionals operate in a rapidly changing context marked by technological advances, social transformation, and new work models -- including remote work and the gig economy. The rise of AI raises crucial questions about the future of human work, while diversity, inclusion, and CSR have become key organizational priorities.
This course introduces students to the foundations of HRM and explores how people management drives performance, innovation, and sustainability. Through case studies and class discussions, students will link theory to practice and reflect on the evolving role of HR.
This course is designed to raise awareness of the critical role Human Resource Management (HRM) plays in shaping professional lives. The key target group is defined as follows:
- Future employees: Every employee engages with HR policies and practices, making understanding workplace dynamics and corporate culture essential. This knowledge is key to achieving successful professional integration and long-term career development.
- Future entrepreneurs or HR managers: These individuals play a pivotal role in shaping an organization's HR vision, designing and implementing HR policies, and assessing their impact to ensure alignment with organizational goals.
- Managers and leaders: Every team leader or manager must understand the levers available to develop and manage skills that drive individual, collective, economic, and social performance. This course is on Moodle. 1
Overview of Human Resources and Human Resource Management (2 sessions) Reading before class

- Hammonds, K.H. (2005) Why we hate HR. Fast Company; 8 (97), 40-47

Introduction and Expectations: Overview of ground rules, course expectations, and assignments.
Understanding Work: Exploration of how work shapes and is shaped by societal dynamics, including its historical evolution and the role of human capital in modern economies.
Organizational Theory and Evolution of Work Exploration of organizational theory and how work has changed over time, including the concept of human capital.
Key Trends in International HRM: Analysis of global trends in HRM and their impact on management practices.
Definition and Scope of HRM: Definition of Human Resource Management, highlighting the key areas of action and influence within organizations.
Managers as Human Capital Optimizers: How managers can optimize their roles in managing and developing human capital. (This is a constant theme throughout the semester).
Transformational HR: Insights into the strategic role of HR as a business partner, and the relationship between HRM and organizational objectives.
2 Contd.
3
Staffing and Competencies (1-2 sessions) Reading before class:

- Polzer, J.T., Trust the Algorithm or Your Gut? Harvard Business Review, May-June 2018, 1-6
- DeNisi, A., Murphy, K. (2017). Performance Appraisal and Performance Management: 100 Years of Progress? Journal of Applied Psychology, Vol.102, No.3, 421-433

HR Strategy and Practices: Understanding the role of the HR strategy in shaping HR practices. Introduction to strategic workforce planning: analyzing current competencies and forecasting future HR needs, including succession planning.
Change Management: An overview of strategies and best practices for effectively managing organizational change.
Performance Management: Role of HRM and managers/leaders in optimizing individual and collective performance. Cultural & legal considerations in performance management. Staff review processes: evaluating staff evolution, training, and transformational processes. Competency management as a tool for organizational growth.

Termination and Disciplinary Actions: Brief overview of the termination of employment contracts. Managing disciplinary actions and sanctions.
HR and Managerial Tools: Introduction to tools and frameworks used by HR and managers for effective people management. 4 Contd. 5
Recruitment and Talent Management (2-3 sessions) Reading before class:

- Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. G. (1998). The war for talent. McKinsey Quarterly, 44-57.
- Amankwah-Amoah, J. (2020) Talent Management and global competition for top talent: A co-opetition-based perspective. Thunderbird International Business Review, 2020;62:343-352.
- Aguinis, H., & Glavas, A. (2012). What We Know and Don't Know About Corporate Social Responsibility. Journal of Management, 38(4), 932-968.

Recruitment Process in a Multicultural Context: Understanding the roles of HRM and managers in recruitment. Strategies for preboarding and onboarding to ensure smooth integration of new hires.
Remuneration and Retribution: Exploring levels and forms of remuneration and retribution. Cultural variances in international HRM practices related to compensation.
Talent Management: The importance of talent management for organizational success. Understanding the global talent market and its challenges. Best practices for managing and developing talent effectively.
Diversity and Inclusion: The role of diversity in the workplace and its benefits. Cross-cultural and intergenerational management strategies. DEI (Diversity, Equity, and Inclusion) considerations and creating inclusive policies. Managing an international team: overcoming challenges and leveraging strengths.
Understanding CSR: Exploring the ethical, social, and environmental dimensions of CSR initiatives. Examples of successful CSR strategies and their impact on employee engagement and brand reputation.
Introduction to ESG: Differences between CSR and ESG in scope, measurement, and implementation. The role of ESG in influencing investor decisions and regulatory compliance. 6 Contd. **Reading before class**:

- Getz, I. (2009). Liberating leadership: how the initiative-freeing radical organizational form has been successfully adopted. California Management Review, 51(4), 32-58.

7
Work Conditions, Social Relations, and Leadership (2 Sessions) Reading before class

- Herzberg, F. (2003). One More Time: How Do you Motivate Employees? Harvard Business Review, Motivating People, January 2003, 87-96.

Health and Safety Considerations: Understanding workplace health and safety requirements. Addressing psycho-social risks, including stress and burnout. Strategies for promoting employee well-being in the workplace including the role of management/leadership in ensuring workplace safety.
Communication and Conflict Management: The importance of effective communication in maintaining workplace harmony. Tools and techniques for managing and resolving tension and conflicts.
Corporate Culture and Leadership Styles: Understanding the role of corporate culture in shaping employee behaviour and organizational success.
Exploring different Leadership Styles and their impact on Team Dynamics and Performance: Aligning leadership approaches with organizational values and goals.
Roles & Responsibilities in Labour Relations: Overview of employee representatives and their responsibilities.
Understanding the role of trade unions in fostering constructive labour relations. 8 Contd. **Reading before class**:

- Cheese, P. (2016). Risky Business in a Volatile World, Human Resource Management International Digest, 25 (1) 2017,13-15.

9 Group Project: presentation 10 **Final Exam**

Compétences à acquérir :

By the end of this course, students will be able to: - Identify and explain the key roles and responsibilities of HR within organizations. - Distinguish between HR and managerial functions and analyze their interdependence. - Apply HR tools to attract, develop, and retain talent. - Assess HR challenges in diverse organizational contexts (MNCs, start-ups, scale-ups). - Understand and evaluate social relations and labor dynamics within organizations. - Examine how HRM supports CSR and ESG objectives.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

The curriculum will include **compulsory reading** before each class, one group project and one individual assignment to consolidate ongoing learning. Students will be encouraged to develop their critical thinking throughout the semester.
Teaching methods: The course combines lectures, case discussions & group exercises. Students are encouraged to

connect theoretical frameworks with practical applications through in-class discussions and assignments.
Students will be evaluated on their performance in**3 areas**:

FINAL EXAM

- Written Exam at the end of the semester
- Weighting: **50%**

1 INDIVIDUAL ASSIGNMENT

- Due week: dates will be communicated at the beginning of the semester
- Weighting: **20%**

GROUP ASSIGNMENT (PROJECT): REPORT AND PRESENTATION BASED ON A CASE STUDY

- Due week 9
- Weighting: **30%** (15% written report/15% oral presentation).

More information about the assignments and the final exam (including past papers) will be provided during class.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

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Bibliographie, lectures recommandées :

In English and available at the library:

- Tomal, Daniel R. & Schilling, Craig A. (2018) Human Resource Management: Optimizing Organizational Performance, 2nd edition, Rowman & Littlefield Publishers;
- DeCenzo, David & Robbins, Stephen (2011) Human Resource Management, 10th edition, Wiley;
- Dejoux, Cécile & Thévenet, Maurice (2012) Talent Management, DUNOD;
- Jackson, Terence Hugh (2002), International HRM: A Cross-Cultural Approach, Sage Publications Ltd.

Available online for purchase:

- Schmidt, Lars (2021) Redefining HR: Transforming People Teams to Drive Business Performance. Kogan Page Limited.

Sonia Thomas is a certified executive and team coach specializing in interculturality, leadership posture development, career progression, and well-being. She teaches Human Resource Management at Dauphine University Paris-PSL and several French business schools, while also advising business leaders through the Innovation & Entrepreneurship Executive Master's program at HEC Paris.
With decades of experience in senior leadership roles, including as COO of UFI, the Global Association of the Exhibition Industry, Sonia has honed her expertise in organizational strategy and human capital management. Earlier in her career, she served as HR Manager at an international law firm in Paris, where she played a pivotal role in the successful merger of a French and an American firm.
Passionate about creating inclusive and high-performing workplaces, Sonia blends academic insight with practical experience to coach leaders, develop talent, and drive cultural transformation. She holds a University Diploma in team coaching from Dauphine (majored top of the class) and a certification in Inclusive Leadership through Behavioural Studies from the London School of Economics, as well as a BA Hons in Hospitality Management.
As Vice-President of Women in Exhibitions International, Sonia leads initiatives and research that advance diversity and equity in the workplace. A sought-after speaker at events and conferences, she brings a wealth of knowledge and inspiration to her audiences.
Originally from Northern Ireland, Sonia is bilingual in French and English.

Asset Management

ECTS : 3

Enseignant responsable : Fadi LAHOUD

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

Asset management is a professional activity whose purpose is to manage funds entrusted by institutions or individuals. It is a profession regulated by financial market authorities and requires expertise in understanding market developments, portfolio construction, and adapting to a particular strategy to pursue the client's objectives. Analyzing risk factors such as market risk, credit risk, operational risk, and establishing performance ratios are necessary to optimize the value of a portfolio. The asset management activity is governed by significant legislation and requires ethical and transparency considerations to ensure a high level of trust and compliance. This profession involves finding the right balance between risk-taking and portfolio growth potential.
The course begins by introducing the asset management activity and presenting its ecosystem. It then describes the different asset classes, management methods and strategies for building and managing a portfolio. Furthermore, it focuses on understanding risk analysis and performance calculations. Finally, the course assesses the trends in asset management considering new technologies and the evolution of
clients' requirements e.g. in terms of sustainability and ESG. This course isn't on Moodle.
1 **Introduction to asset management**: definition of asset management, terminology,
overview of asset classes
2 **What is an asset management company**: functions and services offered, client
segmentation and value proposition, ecosystem
3 **Asset management approaches and strategies (1/2)**: active vs. passive management,
data-driven models, non-numerical factors, considering ESG approaches
4 **Asset management approaches and strategies (2/2)**: how strategies align with investment goals and risk tolerance, main strategies (growth, value, etc.), risk-adjusted strategies
5 **Products families**: equity, fixed income, alternative investments (hedge fund, private equity, real estate, commodities, cryptocurrencies), cash, structured products
6 **Risk analysis and performance calculations**: types of risks, risk assessment, tools (risk matrix, SWOT, VaR, stress tests, etc.), mitigation, performance metrics, common challenges (data quality, biases)
7 **Mid-term Exam**
8 **Mid-term Exam reviewing.**
Main regulation principles: key bodies and framework, core principles (transparency, investor protection, ethics and governance), risk management and compliance
9 **Introduction to major IT tools** (management, risk, operations): portfolio management, risk management, compliance, data analytics and visualization
10 **Trends shaping the future of asset management (1/2)**: overview of technological advancements, rise of sustainable investing, changing client demands
11 **Trends shaping the future of asset management (2/2)**: challenges (globalization, geopolitical factors, industry consolidation), interactive discussion and brainstorming on potential solutions
12 **Final Exam**

Compétences à acquérir :

The purpose of the course is to raise the understanding of asset management with a first level of knowledge of the ecosystem, fundamentals of portfolio management, risk analysis and performance. This course is positioned at a theoretical level and prepares for entry into the master's degree.

Pré-requis obligatoires

The course is dedicated to students starting their initiation to asset management. Financial mathematics basics would help understand the concepts underlying main risk and performance calculation.

Mode de contrôle des connaissances :

- Graded 50% on mid-term exam and 50% on final exam
The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- "Common Sense on Mutual Funds" by John Bogle - an introduction to asset management by the founder of Vanguard Group;
- "Searching for Alpha: The Quest for Exceptional Investment Performance" by Ben Warwick - A great introduction to the industry with engaging stories and lessons;
- "The little book of valuation" by Aswath Damodaran - make your own valuation assessments by a step-by-step process of picking.

With more than 25 years of experience in financial services,**Fadi Lahoud** has varied experience in different banking businesses (private banking, asset management, retail banking, investment banking). He has a dual background in consulting and banking, having held management positions in both. Throughout his professional experience, he worked on improving the efficiency of organizations and businesses, from strategic definition to implementation. He currently leads an investment advisory firm dedicated to highnet-worth individuals.
Fadi has an engineering background and holds an executive M.B.A. from HEC Paris. He is also certified Independent Financial Advisor from the French Financial Market Authorities (AMF).

Business Data Analysis

ECTS : 6

Enseignant responsable : Alexandra DIMOU

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course introduces students to fundamental methods in data analysis for business using the statistical software package R. It aims to teach students how to effectively present, analyse, interpret data, and make business decisions. Students will become familiar with the R ecosystem and learn to use R for various data analysis projects. Key topics include numerical and graphical summaries of data, univariate and bivariate
analysis, analysis of variance, regression, principal components, factor analysis, and cluster analysis. Practical application is emphasized through hands-on sessions in a computer lab.
The course prepares the next generation of managers to collect, manage, and analyse data to solve the most pressing challenges facing businesses and institutions. This course is on Moodle.
1 Introduction to R-software - Descriptive statistics
2 Sampling and statistical inference (review)
3 Analysing relationships among two categorical variables
4 t.test and ANOVA
5 Correlation and Simple regression
6 Multiple regression
7 ANOVA and ANCOVA models
8 Logistic regression
9 Principal components analysis
10 Correspondence analysis
11 Clustering
12 **Final session assessment**

Compétences à acquérir :

By the end of the course, students will be able to:

- Describe and present data using appropriate statistical and graphical methods;
- Summarize different types of variables and their distributions;
- Analyze relationships between variables through bivariate analysis;
- Conduct regression analysis and make predictions;
- Perform multivariate analyses, including principal component analysis and correspondence analysis;
- Execute cluster analysis to identify patterns within data;
- Confidently navigate and utilize the R environment for data analysis tasks;
- Apply advanced R features and packages for data visualization and manipulation;
- Work effectively in teams and communicate data analysis results clearly.

Pré-requis obligatoires

Basic knowledge of probability and statistics (sampling, estimation, testing) is required. Familiarity with any programming language is beneficial but not mandatory.

Mode de contrôle des connaissances :

Active participation is crucial for this course. Students will engage in individual and group work on real datasets using R. Assessment consists of:
- Class Participation and Homework (40%): Regular attendance, active engagement in lab sessions, and completion of homework assignments.
- Final Exam (60%): A comprehensive, practical exam conducted on the computer, assessing students' ability to apply course concepts using R. Closed book exam.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Wickham, H., & Grolemund, G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data.O'Reilly Media.
- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An Introduction to Statistical Learning: With Applications in R. Springer.
- Field, A., Miles, J., & Field, Z. (2012). Discovering Statistics Using R. Sage Publications.
- Kabacoff, R. I. (2015). R in Action: Data Analysis and Graphics with R. Manning Publications.
- Peng, R. D. (2016). R Programming for Data Science. Leanpub.
- Healy, K. (2018). Data Visualization: A Practical Introduction. Princeton University Press.
- Nina Zumel and John Mount (2019), Practical Data Science with R.
- Heumann (2016), Introduction to Statistics and Data Analysis, Springer, 455 pages.
- J.L. Devore (2011), Introduction to Statistics and Data Analysis, 4th Edition, 944 pages.
- C. Judd (2017), Data Analysis, New Edition, 366 pages.
- Daniel J. Denis (2020), Univariate, Bivariate, and Multivariate Statistics Using R, Wiley, 384 pages.
- Mustapha Abiodun Akinkunmi (2019), Business Statistics with Solutions in R, De Gruyter, 276 pages.
- Christian Heumann, Michael Schomaker, et al. (2017), Introduction to Statistics and Data Analysis: With Exercises, Solutions and Applications in R, Springer.

Alexandra Schaffar is a Professor of Economics at the University of Toulon, with an agregation in mathematics. Her

research focuses on econometrics and urban and regional economics. She currently serves as Head of the French Institute for Economic Development, is a former Vice-President of the French speaking section of the International Regional Science Association and is Editor of the journal Région et
Développement. Since 2018, Alexandra Schaffar has been teaching Business Data Analysis at the University Paris-Dauphine.

Financial Markets

ECTS : 6

Enseignant responsable : Michel RUIMY

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course focuses on the structural aspects of financial markets -- including financial products and key actors -- with an emphasis on the bonds market, money market, and stock market.
It is designed for students who wish to deepen their understanding of economic and financial mechanisms, as well as master fundamental principles such as interest rates, loans and amortization, investment choice, and investment decisions.
This is a course-seminar format, where theoretical principles are briefly introduced and then explored in greater depth through in-class practical exercises and discussions. This course isn't on Moodle.
1 Mutual acquaintance. Constitution of the different groups of students and distribution of the various presentations and press reviews
Presentation of the financial markets
2 The interest rates and their different methods of calculation
3 The bonds markets (risks, yield rate curve…)
4 The different types of bonds and their amortization
5 The invest choice and the decision of invest
6 **MID TERM EXAM**
7 The stocks market
8 The monetary market and monetary policy
9 The FOREX
10 The derivative products markets (I)
11 The derivative products markets (II)
12 **Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to:

- Describe the characteristics of the main financial markets;
- Identify the different types of financial instruments and their specificities;
- Manipulate key financial tools and concepts used in capital markets;
- Understand the functioning and interactions of money, bond, stock, and derivative markets.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

Class works (continuous assessment): 50% of the final score
o The mid-term exam counts for 25% of the final grade.
o Individual work counts for 15% of the final grade. Individual work consists of a group presentation of an economic or financial current issue that students develop and present to other classmates. Press reviews will also be requested.
o Class participation: 10% of the final grade.
- Final exam: 50% of the final score.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Class participation: Active class participation - this is what makes classes lively and instructive. Class participation is based on quality of comments, not quantity.
Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the Professor). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Berk, J., DeMarzo, P., Hartford, J. (2021). Fundamentals of Corporate Finance, 5th Edition, Pearson;
- Hull, J. C. (2018). Options, Futures and Other Derivatives, 10th Edition, Pearson.

French economist, lecturer at various universities and "grandes écoles", professor at Sciences Po and economist at the Bank of France.
Michel Ruimy teaches the principles of monetary economics and the fundamental characteristics of capital markets at ESCP Europe's Paris campus, where he is an affiliated professor. He has participated in numerous conferences abroad (Maghreb, Romania, Russia, Abu Dhabi, etc.) on issues related to currency and financial markets. He has also written a large number of books and articles on these subjects.

Financial Maths

ECTS : 3

Enseignant responsable : Francois BELOT (https://dauphine.psl.eu/recherche/cvtheque/belot-francois)

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

This course aims to provide a conceptual framework that enables economic agents (households, entrepreneurs, bankers, investors, etc.) to analyze and make informed decisions when faced with problems involving multiple financial flows (expenses and/or revenues) distributed over time.
Key concepts such as the time value of money, compounding, discounting, future and present value, and the yield rate will be introduced and applied to the financial decision-making process regarding savings, investment, and borrowing. This course is on Moodle.
The course is structured around five main chapters:
1. Interest, Compounding, and Discounting
2. Analysis of Cash Flow Sequences
3. Individual Loans
4. Investment Decisions
5. Analysis of Bond Loans
Throughout the course, students will complete in-class exercises and home assignments to reinforce the material covered.
1 Introduction - Interest rates, compounding and discounting (Chapter 1)
2 Cash flow sequences (Chapter 2)
3 Exercises on chapter 1 and chapter 2
4 Individual Loans (Chapter 3)
5 Exercises on chapter 3
6 Investments (Chapter 4)
7 Exercises on chapter 4
8 Bonds (Chapter 5)
9 Exercises on chapter 5
10 Final Exam
This course is on Moodle.
Slides, exercises sheets and on-line quizzes are available on Moodle.
1. Interest, Compounding, and Discounting
a) The time value of money
b) Simple interest
c) Compounding and compound interest
d) Equivalent and proportional rates
e) Present value and discounting
f) Summary and synthesis
2. Analysis of Cash Flow Sequences
a) Analytical framework
b) Mathematical review
c) Future and present value: the general case

d) Constant annuities
e) Geometrically increasing annuities
f) Arithmetically increasing annuities
g) Internal yield rate

3. Individual Loans

a) Analytical framework
b) Principles of loan amortization
c) Repayment through constant annuities
d) Repayment through constant principal
e) Bullet (lump-sum) repayment
f) Geometrically increasing annuities
g) Extensions and special cases
h) The effective cost of a loan

4. Investment Decisions

a) Analytical framework
b) Net Present Value (NPV)
c) Internal Rate of Return (IRR)
d) Payback period
e) Comparing multiple projects
f) Combined evaluation criteria
g) Conclusion

5. Analysis of Bond Loans

a) Main characteristics of bonds
b) Bond valuation
c) Introduction to bond risk management: duration and sensitivity

Compétences à acquérir :

By the end of this module, students will be able to:
1. Know the methodology of financial mathematics and its importance in comparison - evaluation of financial products.
2. Manipulate mathematical and numerical models used to price financial securities and to make risk estimates.
3. Conceptualise the different types of financial mathematics solutions that exist predominantly in dealing with loans and investments.
4. Use mathematical formulas to run simulated scenarios and critically justify financial decisions based on these simulations.
5. Appraise investable projects and decide on project feasibility for any company.
6. Understand standard financial instruments (bonds and stocks).
7. Understand bond pricing, performance, and risk.

Pré-requis obligatoires

A good understanding of the fundamental concepts of algebra is required to take this course, and in particular the following concepts: exponential functions, logarithms, power functions, arithmetic and geometric sequences.

Mode de contrôle des connaissances :

- 50% Written Midterm Exam
- 50% Final Exam

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active

participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

The following classic finance textbooks (also recommended in other undergraduate and graduate finance courses) include chapters that cover the key mechanisms explored in this course:

- Corporate Finance: Theory and Practice, Pierre Vernimmen, Pascal Quiry, and Yann Le Fur, Wiley, 2022, 6th edition.
- Corporate Finance, Jonathan Berk and Peter DeMarzo, Pearson, 2023 (6th edition).
- Capital Market Finance: An Introduction to Primitive Assets, Derivatives, Portfolio Management and Risk, Roland Portait and Patrice Poncet, Springer, 2022.

François Belot is Professor of Corporate Finance at Université Paris-Dauphine and a member of the DRM-Finance research team. He works in the areas of corporate governance, with a focus on boards of directors, employee involvement in governance, separation of ownership and control and forms of shareholding, in particular family control. He currently heads the academic Master program "Insurance and risk management" (Master 218).
Moulka Tamzali-Lafond is an academic coordinator and lecturer within MIDO, Mathematics Department at Université Paris-Dauphine, specializing in Algebra, Linear Algebra and Financial Mathematics.

Statistics for Management

ECTS : 3

Enseignant responsable : Jose TRASHORRAS (https://dauphine.psl.eu/recherche/cvtheque/trashorras-jose)

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

The main goal of this course is to acquire the fundamental concepts and tools of inferential statistics used in management science, with a particular emphasis on developing an intuitive understanding of the topics covered. Through a variety of applications drawn primarily from the field of management, the course aims to develop the ability to interpret and analyze quantitative data from a sample drawn from a population of interest. This course isn't on Moodle.

1 Review of Probability and Random Variables
2 Review of Probability and Random Variables
3 Introduction to Inferential Statistics / Point Estimation
4 Point estimation
5 Confidence Interval Estimation
6 Hypothesis Testing
7 Hypothesis Testing
8 Introduction to Linear Regression
9 Introduction to Linear Regression
10 **Final Exam**

Compétences à acquérir :

Upon completion of the course, students will have learned to infer information about a statistical population from a sample, while accounting for the risks and margins of error involved.

Pré-requis obligatoires

Students are expected to have a solid grounding in basic mathematical concepts, including derivatives, integrals, and probability theory.
They should also be familiar with introductory statistics, covering topics such as random variables, expected value, variance, probability density and distribution functions, and cumulative distribution functions.

Mode de contrôle des connaissances :

The overall grade is determined by averaging the grades from the continuous assessment and the final exam.
The continuous assessment grade is based on a written exam, adjusted by the teaching assistant's evaluation of the student's participation in problem-solving sessions.
The final exam consists of a series of exercises that must be solved in a timed written test.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session.

Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Sheldon Ross «A first course in probability » Prentice Hall;
- Larry Wasserman « All of statistics » Springer-Verlag.

José Trashorras received a PhD in Applied Mathematics from Paris-Diderot University in 2001. He was a visiting assistant professor at the University of Massachusetts Amherst (USA) in 2002-2003 and a Marie Curie Fellow at the University of Warwick (UK) in 2003-2004.

Sustainable Finance

ECTS : 6

Enseignant responsable : Walid KENAISSI

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

As the world needs to tackle massive environmental and social challenges, the finance industry has a criticalrole to play. The objective of this course is to provide an understanding of such a role and introduce the main sustainable finance principles and tools. The course will be delivered from a finance practitioner's perspective and will rely extensively on case studies.

1 Intro - What is sustainable finance anyway?
2 Intro - Why does sustainable finance matter?
3 Institutional responses 1
4 Institutional responses 2
5 Impact on organizations - Business models
6 Impact on organizations - Reporting
7 Financing sustainability
8 Equity investment tools & process 1
9 Equity investment tools & process 2
10 Debt investment tools & process
11 Pitch session (Group assignment) 1
12 Pitch session (Group assignment) 2

Compétences à acquérir :

After completing this course, participants should be able to:
- Understand the fundamental drivers of sustainable finance
- Identify the main policy, regulatory frameworks, and industry initiatives on sustainable finance
- Explain how sustainable approaches may impact businesses
- Describe the sustainable finance industry main tools and approaches to finance sustainability
- Articulate different sustainable investing strategies

Pré-requis obligatoires

Preliminary understanding of the finance industry in general and basic finance mechanisms is recommended. This is not a

quantitative course.

Mode de contrôle des connaissances :

Grades will be based on the following:
- Group assignment 70%
The group assignment is designed to give participants an opportunity to apply tools and concepts and deepen their understanding of sustainable investing strategies. It will consist of creating a pitch deck for a new sustainable private equity fund. Each group will present its assignment to the class during the last session. Please anticipate any scheduling conflicts with other courses.
- Class Participation 30%
Class participation is essential for enhancing the collective learning experience. Class attendance is therefore mandatory. The class participation grade rewards participants whose contributions and questions are most insightful and helpful to the class. It accounts for 30% of the final grade and is determined by assessing 2 elements:
- regularity and quality of contributions you make in class.
- regularity in attending class and showing up on time.
Although class participation grades are inevitably subjective and imprecise, they are not given randomly. Being prepared in terms of the assigned readings, cases, and exercises will help in class participation.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

There is no required textbook for the course. For students looking for an overview of the subject, both Principles of Sustainable Finance by Dirk Schoenmaker - Willem Schramade and Green and Sustainable: Moving beyond ESG to Impact Investing by Terrence Keeley are recommended.
Walid Kenaissi is an Investment Director at Esfin Gestion, a growth private equity firm part of the BPCE group. He has co-founded Bio Filières Durables the first French PE impact fund dedicated to the organic food and beverage industry. Walid holds a master's degree in Audit & Financial Advisory from Paris Dauphine (229) and an MBA from Insead.

POOL 2 Marketing, Communication & Branding S2

Corporate Heritage Marketing

ECTS : 6

Enseignant responsable : Pierre VOLLE (https://dauphine.psl.eu/recherche/cvtheque/volle-pierre)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course enables participants to develop the skills necessary to leverage the cultural and historical heritage of companies for the benefit of all stakeholders (employees, partners, customers…).
Throughout the course, various issues will be addressed, ranging from the protection of heritage to its promotion through a wide range of tools (products and brands, books and films, social media, exhibitions and museums, iconic locations, events, and more).

Numerous case studies and examples will be provided, including globally renowned brands such as Chanel or Michelin, as well as family businesses and heritage-based companies where the valorization of craftsmanship serves as a core strategic approach. This course is on Moodle.
1 What is corporate heritage management? Why is it relevant for organizations?
2 Corporate heritage management: Overview of the tools and processes
3 The strategic processes of corporate heritage management - Case Study
4 Narrating through products & brands
5 Narrating through places - Focus on corporate museums
6 Auditing: Identifying the main narrative themes - Case Study
7 Visioning: Defining narrative targets and objectives
8 Managing: Developing and managing narratives - Case Study
9 Managing: Developing and managing narratives (cont'd)
10 Controlling: Evaluating narrative results
11 Presentations of the corporate heritage projects
12 **Final Exam**

Compétences à acquérir :

By the end of this course, students will have developed the skills to:
- Promote the enhancement of cultural and historical heritage within an organization.
- Develop a strategy for leveraging cultural and historical heritage.
- Anticipate the main challenges and difficulties in managing an organization's heritage.
- Assess the impact of a heritage management strategy.

Pré-requis obligatoires

None (apart from an interest in history of companies and brands, of course).

Mode de contrôle des connaissances :

- Project: 30%
- Case studies: 30%
- Final exam: 40%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Riviezzo et al., Corporate Heritage Marketing, Routledge, 2021
- Balmer, J. (ed.), Foundations of Corporate Heritage, Routledge, 2017
Doctor in management sciences, honorary president of the French Marketing Association (AFM), and honorary vice-president of the Association for the History of Management and Organizations (AHMO), Pierre Volle has been a full professor at Université Paris-Dauphine-PSL★ since 2004. He is the author or editor of eight books, including Marketing (plus) durable (De Boeck, 2022) and Management de la relation client (Pearson, 6th edition, 2025). His areas of expertise include customer management, the impact of marketing practices, and the history of organizations. Pierre Volle regularly collaborates with companies such as Kering, Carrefour, EDF, Leroy Merlin, Crédit Mutuel, La Poste, and BASF. Since 2024, he has also served as a consultant for Perles d'Histoire, a cultural and historical engineering agency.

Digital Marketing

ECTS : 6

Enseignant responsable : Olivier BEAUNE

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Although traditional marketing strategies are still used, companies continue to shift their focus to digital approaches such as search engines, social media. These technologies take into account the journey of the customer and how they make their purchase decisions. It is important for marketers to have an understanding of digital marketing strategies and familiarize themselves with the key technologies underlying them.
This course will offer students a panoramic view of digital marketing and provide insights into key strategies using Internet-based platforms. In addition, it will focus on content that resonates with consumers that helps businesses differentiate themselves in competitive markets. We will cover topicssuch as digital marketing strategy, search engine marketing, social media communication, content marketing. This course is on Moodle.
1 Introduction: Open your eyes and be curious. Understanding the digital ecosystem
2 Digital Marketing for Different Business Models
3 Fondations of Digital Marketing
4 Integrating digital into wider organization stratgy
5 Digital consumer and understand the Gen Z
6 Cases Debates
7 Using channel strategy to reach customers
8 Luxury Market digital and Metaverse
9 AMAZON , APPLE & L'OREAL business case
10 Conversation, retention and measurement
11 Innovation "before" Marketing: Added Value
12 **Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to:
- Understand current trends.
- Recognize digital megatrends and best practices.
- Develop the skills to build an actionable digital marketing strategy that aligns with your business goals.
- Navigate customer needs. Understand the new rules of competition as well as today's customers and their evolving needs and expectations.
- Measure success and Optimization.
- Leverage key enablers. Understand key enablers that allow for a transformation towards an agile customer-centric & digital organization.
- Examine how companies use data, analytics, and activation tactics to target customers

Pré-requis obligatoires

Marketing management course.

Mode de contrôle des connaissances :

Debate during the course (Oral) : 30 % final grade
Final examen: 70% final grade
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Visser, M., & Berry, M. (2024). Digital Marketing Fundamentals (3rd ed).
- Aghazadeh, H., & Khoshnevis, M. (2024). Digital Marketing Technologies
Lecturer, consultant and company manager. For the past 5 years he has been advising and accompanying boards of directors, executives, senior managers and entrepreneurs on accelerating business performance by leading the digital transformation.
Prior to that, he worked for almost 20 years at L'OREAL. CDO, Chief of Digital Innovation, Learning & Business Transformation, he was the first in 2000 to join the L'OREAL Group's historical Division, then the selective Divisions in the Digital business, and has been working relentlessly with all the different stakeholders in the ramp-up of its digital transformation.
Olivier Beaune is a specialist in international brands whose business model is BtoBtoC.

Luxury Marketing

ECTS : 6

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course provides an in-depth exploration of luxury marketing, emphasizing the specific strategies and tools used by high-end brands to create desirability, maintain exclusivity, and sustain long-term brand equity. Students will examine the management of product portfolios, pricing strategies, selective distribution, retail experiences, brand communication, and digital marketing, with attention to storytelling, creative direction, and influencer partnerships. The course includes a detailed case study analyzing contrasting approaches within the luxury sector, allowing students to link theoretical frameworks with practical applications. The objectives of the course are to equip students with the knowledge and analytical skills necessary to design coherent luxury marketing strategies, understand the balance between exclusivity and growth, and critically assess brand decisions in global and digital contexts. This course is on Moodle. **1** Luxury Value Creation & Perceived Value Engineering **2** Luxury Segmentation, Targeting & Client Archetypes **3** Luxury Product Strategy & Creative Direction **4** Pricing as a Marketing Tool in Luxury **5** Selective Distribution & Channel Control **6** Luxury Retail Marketing & Clienteling Excellence **7** Luxury Communication Strategy: Creating Desire, Not Demand **8** Influence, Celebrities & Opinion Leaders in Luxury Marketing **9** Digital Marketing for Luxury Brands **10** Brand Stretching, Line Extensions & Risk of Brand Dilution **11** Case Study: Hermès vs. Louis Vuitton - Two Opposite Marketing Models **12** Luxury Marketing Performance & Long-Term Brand Equity // Final exam

Compétences à acquérir :

By the end of this course, students will have acquired a solid understanding of the specific mechanisms of luxury marketing and value creation. They will be able to:

- analyze how luxury brands build and sustain desirability through symbolic value, pricing strategies, selective distribution, and controlled communication;
- develop the ability to design coherent luxury marketing strategies aligned with brand identity, creative direction, and long-term brand equity;
- critically assess digital and influencer marketing strategies in luxury, balancing visibility with exclusivity;
- apply luxury marketing frameworks to real brand cases and evaluating brand performance using long-term indicators rather than short-term sales metrics.

Pré-requis obligatoires

Students are expected to have completed introductory courses in marketing and consumer behavior, providing foundational knowledge of marketing principles, consumer decision-making, and basic business strategy.

Mode de contrôle des connaissances :

- Two interrogations (25% of the final grade each);
- Final exam (50% of the final grade).

Each interrogation as well as the final exam will contain multiple choice questions and open type questions. The passing grade for a course is 10/20. **Attendance** Attendance is **mandatory**. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is essential -- it is what makes classes both lively and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. Participation will be assessed based on the **quality** of contributions, not their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a **grade of zero** when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. **No direct negotiation with instructors about grades or assessments is permitted.**Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Kapferer, J.-N. & Bastien, V. - The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands;
- Wiedmann, K.-P., Hennigs, N. & Siebels, A. - Value-Based Segmentation of Luxury Consumption Behavior;
- Okonkwo, U. - Luxury Fashion Branding: Trends, Tactics, Techniques;
- Bain & Company (Annual Report) - Luxury Goods Worldwide Market Study;
- Chevalier, M. & Mazzalovo, G. - Luxury Brand Management: A World of Privilege;
- Kapferer, J.-N. - Kapferer on Luxury: How Luxury Brands Can Grow Yet Remain Rare.

Anastasija Stefanovic has a strong background in Economics and Strategic Management. She obtained both her Bachelor's and Master's degrees from the University of Belgrade, Serbia, with academic exchanges in Ljubljana, Slovenia, and Paris, France. During her undergraduate studies, she participated in multiple international projects at Delta Holding d.o.o., one of Serbia's largest corporate groups. During her Master's program, she spent a semester on academic exchange at Sorbonne Panthéon Paris 1, after which she was appointed as a teaching assistant. She currently teaches over 120 students, covering topics such as Statistics, Introduction to Economics, and International Economics.

Luxury, Fashion, French Excellence

ECTS : 6

Enseignant responsable : Francoise BATHIE

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Luxury and Haute Couture have fostered French heritage for several centuries. Whether in fashion, jewelry, gastronomy, leather goods or even hospitality, France is home to prestigious brands, many of which are over a century old. Even though the French luxury industry has been struggling since 2024, it continues to have a significant impact on French GDP (3% in 2025). In such a context, we may wonder how the luxury industry can continue to grow while capitalizing on its history and heritage. This course isn't on Moodle. **1 0. Introduction** Organization - Program - Introduction **1. Luxury: one concept, many forms (part 1)** This module explores the emergence and evolution of luxury from prehistoric societies to contemporary global culture. It examines key historical periods including Antiquity, the Renaissance, and the Grand Siècle to illustrate how the notion of luxury has been shaped, transformed, and diversified over time. **2 1. Luxury: one concept, many forms (part 2) Case study Course (part 2) 3 2. Craftsmanship and French know-how (part 1)** This section focuses on public policies, institutional frameworks, and cultural initiatives dedicated to the promotion, transmission, and sustainability of artisanal expertise. **Case study Course (part 1) 4 2. Craftsmanship and French know-how (part 2) Exhibition visit 5 3. From the Origins of Haute Couture to Fashion Week (part 1)** This module traces the historical trajectory from early trade guilds to the pioneering role of Charles Frederick Worth. It examines the institutionalization of haute couture through the creation of the Chambre Syndicale and its evolution into today's Fédération de la Mode et de la Haute Couture, including the emergence of Fashion Week as a global cultural event. **Case study Course 6 3. From the Origins of Haute Couture to Fashion Week (part 2) Exhibition visit 7 4. The Impact of Distribution on the Luxury Sector (part 1)** This section explores how distribution channels have shaped luxury consumption, from the rise of modern retail practices to the digitalization of the luxury industry. It covers the transformation of retail environments, omnichannel strategies, and the implications of ecommerce for luxury brands. **Professional lecturer Course 8 4. The Impact of Distribution on the Luxury Sector (part 2) Midterm quiz Case study 9 5. Luxury and Communication Strategies** This module examines communication practices in the luxury sector across centuries, from hallmarking and royal patronage to contemporary influencer culture and social media. It highlights the long-

standing relationship between luxury, power, visibility, and influence. **Case study Course 10 6. Specificities of Luxury Marketing (part 1)** This final section identifies the distinctive features of luxury marketing, including the crafting of exceptional products, the management of symbolic value, and the creation of personalized customer experiences. It also addresses brand heritage, exclusivity, and the experiential dimension of luxury. **Professional lecturer Course 11 6. Specificities of Luxury Marketing** This final section identifies the distinctive features of luxury marketing, including the crafting of exceptional products, the management of symbolic value, and the creation of personalized customer experiences. It also addresses brand heritage, exclusivity, and the experiential dimension of luxury. **Case study Course 12 Final exam**

Compétences à acquérir :

By the end of the course, students will be able to:

- Understand the unique link between France, luxury, and haute couture by drawing on the history of luxury and fashion;
- Grasp the impact of social changes on the luxury and fashion industries;
- Recognize artisanal crafts and craftsmanship as fundamental pillars of luxury;
- Understand the arts and crafts and artisanal expertise that form the foundations of luxury;
- Integrate the history and heritage of luxury brands into marketing and communication strategy.

Pré-requis obligatoires

There are no specific prerequisites. However, prior knowledge of marketing could be helpful.

Mode de contrôle des connaissances :

- Case studies : 1 oral presentation (20% of the overall grade) and 1 written submission (20% of the overall grade);
- Midterm quiz (20% of the overall grade);
- Final exam (40% of the overall grade).

The passing grade for a course is 10/20. **Attendance** Attendance is **mandatory**. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is essential -- it is what makes classes both lively and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. Participation will be assessed based on the **quality** of contributions, not their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a **grade of zero** when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. **No direct negotiation with instructors about grades or assessments is permitted.**Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- Ageorges, Sylvain (2006), Expositions universelles, Paris, Parigramme, 187 p;
- Alleres Dominique (2003), Luxe : Stratégies marketing , Economica;
- Bacha, M. and De Andia, B., Les expositions universelles à Paris de 1855 à 1937, Collection Paris et son patrimoine, Action artistique de la Ville de Paris, Paris, 2005;
- Baudot François (1999), Mode du siècle, Edition Assouline;
- Bordaz, R., (Ed.), Le Livre des expositions universelles 1851-1989, Editions des arts décoratifs, Hercher Union centrale des arts décoratifs, Paris, 1983;
- Castarède, Jean (2012), Le luxe, 7e éd., Paris, P.U.F. « Que sais-je ? »;
- Castarede Jean (2014), Le grand livre du Luxe, Eyrolles;
- Castarede Jean (2008), Luxe et civilisations, Eyrolles;
- De Ferrière le Vayer, M., « Des métiers d'art à l'industrie du luxe en France ou la victoire du marketing sur la création », Entreprises et histoire 2007/1 (n° 46), p. 157-176. DOI 10.3917/eh.046.0157;
- Feydeau (de) E., Le roman des Guerlain, parfumeurs de Paris, Ed. Flammarion;
- Gabet O., Luxes, Ed., MAD;
- Greenhalgh, P., Ephemeral Vistas. The Expositions Universelles, Great Exhibitions and World Frais, 1861-1939. Manchester University Press, Manchester, UK, 1988;
- Join-Dieterle C. (1998), Les mots de la Mode, ACTES SUD Paris musée;
- Mendes V., Delahaye (2000), La mode au XXème siècle, Ed. Thames et Hudson, Collection Univers de l'art;
- Meyer-Stabley B., 12 couturières qui ont changé l'histoire, Ed., Eyrolles Poche;
- Milleret G., Les vitrines du luxe, Ed., Eyrolles;
- Morio P. (2022), 12 Vendôme, Maison Chaumet, Ed. Gallimard;

- Örmen C. (2013), Comment regarder la mode, Histoire de la silhouette, Hazan;
- Rapport du jury international de l'exposition universelle internationale à Paris de 1889 à Paris.

Françoise Bathie graduated from ESSCA in 1996 and has held a CAPES in Economics and Marketing since 2013. She has developed her marketing experience within major groups such as SARALEE and CHANTELLE. There she acquired real expertise in Marketing and Fashion. Her career has also given her an in-depth understanding of marketing issues relating to collectioning, anticipating trends and changing consumer behaviour. Experiential marketing, behavioural science and lifestyle are her areas of expertise. Founder of the Hoppyssime agency, she offers made-to-measure to premium clientele around French knowhow, with a view to creating a special and lasting bond between brands and their customers. The agency is particularly committed to training and communication in all aspects of the arts, luxury and fashion. She works with students from leading business schools (SCIENCES PO Paris, HEC, Dauphine...), the Château de Versailles and luxury brands (DIOR, CELINE...) through lectures, learning expeditions...

Personal & Business Branding

ECTS : 6

Enseignant responsable : Marie Joe RAIDY DOUAIHY

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

In today's digital transformation era, your online presence and reputation is your business card to the world. Many underestimates the importance of branding, and the power we gain by recognizing its existence and using it right.
In this course, we explore what Branding is, from business branding to personal branding. Because if we exist online, whether we like it or not, we are a personal brand. We can either chose to ignore this, or use the right tools to build our online presence, reputation and potential.
When companies are struggling to grow due to external factors, such as a sanitary war or an economiccrisis, investing in Branding, no matter how important, can be seen as secondary. But if we think that investing in our brand is expensive, trust that the price of not doing so is much higher, and time consuming, as it can cost our reputation, even our business.
This course isn't on Moodle.
1 An introduction to (personal and business) branding
2
Some of the best practices for marketing and branding in today's fast changing digital landscape.
Personal branding: Linkedin best practices - your online CV
3 Social media platforms: trends and common mistakes to avoid, what makes sense for your business
4 The difference between art and design
5 The difference between different design elements (logo, brochure, billboard, so on)
6 Different stages of brand development
7 Different non-professional tools to help us start and define a creative brief and concept
8 Finding your Ikigai: network with worldwide leaders & interview them to find your purpose
9 Personal branding best practices and execution (practice & assignment)
10 Business branding best practices and testing (practice & assignment)
11 Review session before submission
12 **Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to:
- Explain what personal branding is and why it matters in a professional context.
- Differentiate between personal branding and business branding and understand their respective impacts.
- Apply best practices for marketing and branding in today's fast-changing digital landscape.
- Analyze social media platforms to identify trends, avoid common mistakes, and determine what strategies make sense for their business.
- Recognize emerging trends in branding and marketing to stay ahead in a competitive environment.

Pré-requis obligatoires

No prerequisite required.

Mode de contrôle des connaissances :

Grading is as follows: participation (10%) - reports based on material (40%) - final exam (50%).
Each student is expected to submit**reports based on material shown and discussed in class, and research made individually out of class**. Each submissiion should not only summarize the content of the class discussions and material, but also, and more importantly, give the student's creativity, points of view, expectations and predications after conducting a (market) research on a subject of interest.
The final exam - a series of questions based on what will be presented during the class sessions (1hr exam) will take place at the end of the semester. The grading will be based on the quality of the analysis, and the relevance of the examples used to illustrate the argument.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- "The Brand Called You" by Peter Montoya, 2009 - "Purple Cow: Transform Your Business by Being Remarkable" by Seth Godin, 2009 - "Brand You: Turn Your Unique Talents into a Winning Formula" by John Purkiss and David Royston Lee, 2012 - "Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself" by Erik Deckers and Kyle Lacy, 2017 - "The 22 Immutable Laws of Branding" by Al Ries and Laura Ries, 2002 - "Positioning: The Battle for Your Mind" by Al Ries and Jack Trout, 2001 - "The Brand Gap" by Marty Neumeier, 2005 - "All Marketers Are Liars: The Power of Telling Authentic Stories in a Low-Trust World" by Seth Godin, 2012 Mariejoe Raidy is a branding expert, entrepreneur, educator, and writer based in Paris. She is the founder of CreAZ, a digital transformation agency that integrates traditional branding and marketing techniques with AI technology to provide scalable and efficient solutions for enterprises. CreAZ offers services such as branding, advertising, marketing, website design and development, hosting, social media management, photography, videography, animation, video editing, publication design, pitch deck and business plan development.

The Art of Negociation

ECTS : 3

Enseignant responsable : Ollivia DE LA VALLIERE

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course is based on Interested-based negotiation strategy developed at Harvard University. Whether you will become vice president of a company, a litigator, manager, or human resources director, or someone in sales, negotiation will be central to nearly every part of your professional activity. Systematic and thorough preparation, as well as an ability to manage shared, different, and conflicting interests, is
critical to negotiation success. Designed to address the core issues that you will experience as you negotiate on behalf of your clients, organizations, or yourself, this course provides a theoretical framework for thinking about business and managerial negotiations. You will address distinct challenges faced by business professionals - ranging from multi-party, complex negotiations to situations involving difficult
people and behaviors - and acquire proven strategies for overcoming them.
The course is divided into 6 sessions each comprising 45 minutes of lecture followed by a practical simulation. The last 30 minutes of each course is dedicated to a debriefing of the simulation as well as a review of the key strategies learned in that session. This course isn't on Moodle.

1 Introduction to Negotiation
2 Distributive Bargaining
3 Interested-Based Bargaining
4 Creating Value
5 Effective Communication
6 Final Negotiation (exam)

Compétences à acquérir :

By the end of the course, students will be able to:
- Decode the key steps to successful negotiation and apply them in diverse contexts.
- Analyze and acquire essential negotiation skills for working effectively with foreign partners.
- Manage conflicting, divergent, and common interests to reach mutually beneficial agreements.
- Identify their strengths and weaknesses as negotiators and use this insight for improvement.
- Apply a strategic framework for handling differences and building agreements.
- Implement effective techniques for dealing with difficult negotiators, including understanding behaviors and tactics.
- Utilize tools to master complex negotiations involving multiple participants and interests.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

Class participation and attendance: 50%
Final exam (practical) = 50%
- Written = 25%
- Oral = 25%
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Getting to Yes by Roger Fisher, William L. Ury, and Bruce Patton (1991)
- Negotiation and Settlement Advocacy: A Book of Readings by Charles Wiggins and Randolph Lowry (2005)
- Getting Past No by William Ury (1993)
- Beyond Winning: Negotiating to Create Value in Deals & Disputes by Robert Mnookin et al (2000)
- Getting Ready to Negotiate by Roger Fisher and Danny Ertel (1995)
- Getting Together: Building Relationships as We Negotiate by Roger Fisher and Scott Brown (1989)

Associate Professor at Dauphine. An American and Canadian lawyer specializing in negotiation and arbitration, Ollivia de La Vallière studied at Harvard University in the United States and Queen's University in Canada. She is a former student of environmental law at Vermont Law School and obtained her Juris Doctorate at Osgoode Hall Law School in Toronto. She also holds a degree in International Affairs from Sciences Po Paris. Ollivia specialized in negotiation for many years as a business lawyer in North America. She has been teaching negotiation at Paris Dauphine University since 2010.

Corporate Social Responsability

ECTS : 6

Enseignant responsable : Clement DAMASSE

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

For the past 30 years, notably since the 1992 UN Conference on Sustainable Development in Rio, companies have increasingly invested resources in their Sustainability strategies. But where are we now? Is it more than mere window-dressing? What kind of value does sustainabilitycreate for organizations and their stakeholders? This course combines a descriptive and a practical approach to the implementation of sustainable practices into an international and multidimensional/sectorial business environment, including description of multiple cases and concrete examples from a professional perspective. The first half of each class will take the form of a lecture, while the second half will consist of practical cases, group works, role playing games etc. Objectives: Provide students with a comprehensive understanding of Sustainable Development and sustainability challenges (social, economic, and regulatory) companies now face (from SMEs to large international corporates). Demonstrate students that Sustainable Development, from a business perspective, is viable when integrated into a business strategy. This course is on Moodle. 1 Introduction and A History of Sustainable Development, from environmental awareness to corporate social responsibility 2 The Challenges of Sustainable Development 3 The Principles of Sustainable Development 4 Corporate Social Responsibility (CSR): Integrating Sustainable Development in companies 5 CSR and Financial Markets (Sustainable Finance) 6 CSR and Customer (Sustainable Communications/Marketing) 7 Diversity and Inclusion 8 CSR and the Supply Chain 9 The evolution of the regulatory landscape (Extra Financial Reporting) 10 Creating a CSR Strategy 11 Recap of the Semester (Exam Preparation) 12 **Final Exam**

Compétences à acquérir :

At the end of the Corporate Social Responsibility class offered by Paris Dauphine University students will be able to understand and critically discuss the concepts and topics of corporate social responsibility as well as business' responsibility. They will have a comprehensive understanding of sustainability challenges (social, environmental, and economic development) that companies face and how transform these challenges into business opportunities. They will also acquire key skills to identify and evaluate specific stakeholders, environmental and social challenges/risks of an organization given its sector, size, localization etc. and outline sustainable action plans.

Pré-requis obligatoires

A great motivation to know more about Sustainability/CSR and how it works in today’s business is sufficient to participate to this class.

Mode de contrôle des connaissances :

· Participation during class / Attendance 20%
· Group Presentation 40% (from course 3 to course 11)
· Final Exam 40% (course 12)
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
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Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- - Brundtland report - "our common future" (1987)
- - The limits to growth Dennis and Donella Meadows (1972)
- - CSR: principles and challenges for medium-sized companies - free e-learning (in French):https://www.bpifrance-universite.fr/formation/responsabilite-sociale-des-entreprises-rse-les-grands-principes-et-les-enjeux-pour-votre-pme/

Currently working as a Sustainability/ESG manager at Bpifrance (Governmental Investment Bank) as of 2020. I mostly focus on regulatory topics (extra financial reporting and diversity and inclusion) and ESG data management. I have been active in sustainability since 2007, mostly in the finance sector and also have had entrepreneurship experiences as a co-founder of a start-up and an independent consultant.

European Economic Law

ECTS : 6

Enseignant responsable : Coralie RAFFENNE (https://dauphine.psl.eu/recherche/cvtheque/raffenne-coralie)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

European economic law focusses on the EU rules regulating the states and private firms operating in the single market. The European Economic Law course covers the central aspects of European Market Law : the four fundamental freedoms contained in the Treaty of Rome but also more recent areas of European economic integration: European tax policy, monetary and capital union. The course is interactive and
encourages students to actively participate in their own and others' learning experience, to undertake collaborative group work and personal research.
Objectives:
The aim of this course is to provide an in-depth understanding of European economic integration and its current challenges, through an overview of the fundamental rules constructing and regulating the European internal market. This course is on Moodle.
1 From the European Economic Community to the European Union Brainstorming and group formation
2 The main institutions economic regulation
3 Competition Law 1 / 101 TFEU and the regulation of cartels and vertical agreements
4 Competition Law 2/ 102 TFEU and the regulation of dominant positions
5 **MID-TERM TEST**
6 Free movement of goods and tariff barriers
7 Free movement of goods and the regulation of NTBS
8 Free movement of persons and services
9 Freedom of establishment and company law harmonisation
10 Free movement of capital
11 Sex Discrimination and Equality law
12 **Final Exam**

Compétences à acquérir :

- Knowledge of the main Treaty provisions and case law concerning the four market freedoms;
- Understanding of the legal specificities of European market integration;
- Understanding of the challenges for European and national legal orders raised by the European market integration processes.

Pré-requis obligatoires

Basic undergraduate knowledge in law (even only national) and in economics.

Mode de contrôle des connaissances :

- 50% coursework: oral presentation, written test, participation, homework
- 50% final written exam
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- https://european-union.europa.eu/index_en
- and the institutions' own websites
- https://www.euractiv.com/
- https://www.touteleurope.eu/
- C Barnard, The Substantive Law of the EU, 6th edition, OUP, 2019.
- John Fairhurst, Law of the European Union, 11/E, ISBN-10: 1292090332 - ISBN-13: 9781292090337©2016 - Pearson - Paper, 872 pp Published 05 Apr 2016
- Penelope Kent, Blueprints: EU Law, SBN-10: 1408279029 - ISBN-13: 9781408279021©2014 - Pearson - Paper, 432 p, Published 03 Jul 2014 https://www.vitalsource.com/en-uk/products/blueprints-eu-law-penelope-kent-v9781408279045
- Iyiola Solanke, EU Law, ISBN-10: 1408228335 -Pearson - Paper, 584 pp, Published 21 May 2015, https://www.vitalsource.com/en
- Studies in European Economic Law and Regulation, Series Editors: Purnhagen, Kai, van Zeben, Josephine, Springer.

Coralie Raffenne holds an LL.M in International and European law and a Ph.D. in law (University of Warwick-UK). She has been teaching European Law and Corporate Social Responsibility at Dauphine for the past ten years. Her research interests include the CSR and the law, the corporate anthropocene and feminist economics.

Global Climate Politics

ECTS : 6

Enseignant responsable : Arnault BARICHELLA

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The Paris Agreement, reached on 12 December 2015, represents the first comprehensive global climate agreement. The treaty contains many positive provisions that aim to build a new architecture for the global climate regime under the aegis of the UNFCCC. This course will offer students an in-depth analysis of the main provisions contained in the Paris Agreement and the new climate regime it ushers in. The EU has always been a leader on environmental issues, both from a domestic and a foreignpolicy perspective, enacting some of the most far-reaching climate and renewable energy policies in the world. EU climate and energy legislation is also supplemented by extensive policies at the national level. The course will examine both internal EU policies and external relations in the field of climate change. This will include a particular focus on the new European Green Deal, other internal EU climate and energy policies, as well as how the EU negotiates within the UNFCCC. By contrast, climate politics in United States have been more volatile. While President Obama sought to launch a number of federal climate initiatives, the Republican Party has consistently demonstrated skepticism towards climate science, with President Trump taking the decision to withdraw the US from the Paris Agreement. While Joe Biden';s election as President led to America re-joining the Paris Accord, his administration still faced a number of obstacles and domestic opposition for an ambitious federal climate agenda. Likewise, Trump';s return to the White House has cast a large shadow on federal efforts to tackle climate change in the US over the next few years. As a result, non-state and sub-national actors around the world including cities, states, the privatesector and civil society, have a key role to play in compensating for inadequacies at the national level. For instance, parts of the US such as California and New York, as well as cities such as Paris, have become world leaders in enacting climate policies at the local level. Hence, this

course will examine the emerging framework of multi-level and polycentric governance, including the role of non-state and subnational actors as building blocks within the climate regime. Energy and climate policies in the EU will be compared with those in the US and in other countries such as China in order to highlight differences in approach, as well as contrasting perspectives on the future of the global climate regime. This course is on Moodle. 1 Introduction to the course and history of the international environmental regime, with the main institutions, actors and concepts up to the Paris Agreement 2 The architecture of the new global climate change regime post-Paris under theaegis of the UNFCCC Required reading: Savaresi A. (2016), The Paris Agreement: a new beginning?, Journal of Energy and Natural Resources Law, 34:1, 16-;26. 3 History of environmental policies in Europe, with the main institutions, actors and processes involved Required reading: Barichella A. (2017), How Europe can and should become the guardian of the Paris Agreement on climate change, European Issues n°450, Robert Schuman Foundation. 4 Internal EU environmental, climate and energy policies, including interaction with national member state policies Required reading: Wurzel R. K. W. et al. (2019), The European Council, the Council and the Member States: changing environmental leadership dynamics in the European Union, Environmental Politics, 28:2, 248-;270. 5 EU diplomacy and leadership in the global climate regime, with a network of international partnerships Required reading: Parker C. F. et al. (2017), Assessing the European Union';s global climate change leadership: from Copenhagen to the Paris Agreement, Journal of European Integration, 39:2, 239-;252. 6 History of environmental policies in the US, with the main institutions, actors and processes involved Required reading: Lisowski M. (2002), Playing the Two-Level Game: US President Bush's Decision to Repudiate the Kyoto Protocol, Environmental Politics, 11:4, 101-;119. Bailey C. J. (2019), Assessing President Obama';s climate change record, Environmental Politics, 28:5, 847-;865. Jotzo F. et al. (2018), US and international climate policy under President Trump, Climate Policy, 18:7, 813-;817. 7 Contrasting perspectives between Obama and Trump';s 1st term on climate and energy issues, including domestic and foreign policy Required reading: Bailey C. J. (2019), Assessing President Obama';s climate change record, Environmental Politics, 28:5, 847-;865. Jotzo F. et al. (2018), US and international climate policy under President Trump, Climate Policy, 18:7, 813-;817. 8 Assessing climate politics under the Biden administration, and consequencesof Trump';s return to the White House Required reading: Barichella A. (2021), US Climate Politics under Biden: Is the Clean Energy Revolution Under Way?, Édito Énergie, Ifri. 9 Multi-level governance and the role of sub-national and non-state actors in US climate politics, including under Trump Required reading: Barichella A. (2018), Multi-actor, multi-level governance for the transatlantic climate and energy dialogue, Sciences Po Law Review, n°14, 71-;85. 10 Polycentric governance and the role of non-Party Stakeholders actors as building blocks in the global climate regime Required reading: Bäckstrand K. et al. (2017), Non-state actors in global climate governance: from Copenhagen to Paris and beyond, Environmental Politics, 26:4, 561-;579. Duggan J. (2019), The Role of Sub-State and Non-State Actors in International Climate Processes, Chatham House. 11 Rising superpower: climate and energy issues in China, including domestic and foreign policy Required reading: Kostka G. and Zhang C. (2018), Tightening the Grip: Environmental Governance under Xi Jinping, Environmental Politics, 27:5, 769-;781. 12 In-class simulation of the latest COP30, with students choosing their roles in advance + Final Exam

Compétences à acquérir :

By the end of the course, students will be able to:

- Understand the evolution of global environmental and climate governance from the 1970s to today;
- Identify key institutions, actors, and negotiation processes within the UNFCCC framework;
- Analyze the policy approaches of the EU, the US, and China toward climate governance;
- Assess the role of non-state and sub-state actors in shaping international climate outcomes;
- Critically evaluate the successes and limitations of international environmental diplomacy;
- Participate in a simulated COP negotiation, applying concepts from the course in practice.

Pré-requis obligatoires

There are no specific prerequisites. However, prior knowledge of international relations, political science, or environmental economics is helpful.

Mode de contrôle des connaissances :

Several required readings for most sessions, which can be downloaded from Moodle. Optional readings will also be suggested. Students will need to sit an in-class final examination at the end of the semester(examen sur table), where they will choose to write an essay on a topic chosen from a proposed list of 11 subjects, based on the material covered in class during the semester. The exam will last for three hours (no notes allowed - only pen, pencil and writing paper), and will count for 50% of their final grade.
The other 50% of the grade will be based on oral participation throughout the semester. This includespreparation of an oral presentation in a group on a subject of chosen by students (around 20 minutes, 35% of the final grade), in relation to the material covered in class; oral presentations will take place at the beginning of every class. The other 15% of the oral participation grade takes into account not only
participation in classes throughout the semester, but also attendance and punctuality. In this regard, oral participation in the final class, which is organized around a simulation of the COP negotiations, isespecially important for the oral grade. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Class participation: Active class participation - this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.
Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Suggested Readings by Week
Week 1
- Gupta, J. (2014), The History of Global Climate Governance, Cambridge University Press.
- Luterbacher, U. et al. (2018), Global Climate Policy: Actors, Concepts, and Enduring Challenges, MIT Press.
Week 2
- Klein, D. et al. (2017), The Paris Agreement on Climate Change: Analysis and Commentary, Oxford University Press.
- Popovski, V. (2018), The Implementation of the Paris Agreement on Climate Change (Law, Ethics and Governance), Routledge.
- Salawitch, R. J., Canty, T. P. & Hope, A. P. (2017), Paris Climate Agreement: Beacon of Hope, Springer.
Week 3
- Delbeke, J. & Vis, P. (2015), EU Climate Policy Explained, Routledge.
- Delreux, T. & Happaerts, S. (2016), Environmental Policy and Politics in the European Union (The European Union Series), Palgrave.
Week 4
- Jänicke, M. & Wurzel, R. K. W. (2019), Leadership and Lesson-Drawing in the European Union's Multilevel Climate Governance System, Environmental Politics, 28(1), 22-42.
- Langlet, D. & Mahmoudi, S. (2016), EU Environmental Law and Policy, Oxford University Press.
- Skjærseth, J. B. et al. (2016), Linking EU Climate and Energy Policies: Decision-Making, Implementation and Reform (New Horizons in Environmental Politics Series), Edward Elgar Publishing.
Week 5
- Afionis, S. (2018), The European Union in International Climate Change Negotiations (Routledge Studies in Environmental Policy), Routledge.
- Minas, S. & Ntousas, V. (2019), EU Climate Diplomacy: Politics, Law and Negotiations (Routledge Advances in Climate Change Research), Routledge.
Week 6
- Anderson, S. et al. (2017), The America First Energy Policy of the Trump Administration, Journal of Energy & Natural Resources Law, 35(3), 221-270.
- Burch, J. R. (2016), Climate Change and American Policy: Key Documents, 1979-2015, McFarland & Co.
- Hays, S. P. (2008), Beauty, Health and Permanence: Environmental Politics in the United States, 1955-1985 (Studies in Environment and History), Cambridge University Press.
- Kraft, M. E. (2000), U.S. Environmental Policy and Politics: From the 1960s to the 1990s, Journal of Political History, 12(1).
- Parker, C. F. & Karlsson, C. (2018), The UN Climate Change Negotiations and the Role of the United States: Assessing American Leadership from Copenhagen to Paris, Environmental Politics, 27(3).
- Urpelainen, J. & de Graaf, T. V. (2018), United States Non-Cooperation and the Paris Agreement, Climate Policy, 18(7), 839-851.
Week 7
- Anderson, S. et al. (2017), The America First Energy Policy of the Trump Administration, Journal of Energy & Natural Resources Law, 35(3), 221-270.
- Parker, C. F. & Karlsson, C. (2018), The UN Climate Change Negotiations and the Role of the United States: Assessing American Leadership from Copenhagen to Paris, Environmental Politics, 27(3).
- Urpelainen, J. & de Graaf, T. V. (2018), United States Non-Cooperation and the Paris Agreement, Climate Policy, 18(7), 839-851.
Week 9
- Bomberg, E. (2017), Environmental Politics in the Trump Era: An Early Assessment, Environmental Politics, 26(5), 956-963.
- Hughes, S. et al. (2017), Climate Change in Cities: Innovations in Multi-Level Governance (The Urban Book Series), Springer.
Week 10
- Bulkeley, H. et al. (2018), Transnational Climate Change Governance, Cambridge University Press.

- Hickmann, T. (2016), Rethinking Authority in Global Climate Governance: How Transnational Climate Initiatives Relate to the International Regime, Routledge.
- Wurzel, R. K. W. et al. (2019), Pioneers, Leaders and Followers in Multilevel and Polycentric Climate Governance, Environmental Politics, 28(1), 1-21.
Week 11
- Gallagher, K. S. & Xuan, X. (2019), Titans of the Climate: Explaining Policy Process in the United States and China, MIT Press.
- Hu, A. (2020), China: Tackle the Challenge of Global Climate Change (China Perspectives), Routledge.
- Li, Y. (2020), China Goes Green: Coercive Environmentalism for a Troubled Planet, Polity.
Arnault Barichella is a post-doctoral researcher in the social sciences at the University Paris-Saclay. Hedefended his PhD in 2022 at the Centre for European Studies in Sciences Po Paris under the supervision of Dr. Colin Hay. His research focuses on multi-level governance and a comparative analysis of climate and energy policies in Europe and the United States. This includes the role of cities and sub-national actors in the climate regime, and their interactions with national and global authorities. His interest in environmental issues is linked to his professional experience at UNESCO and UNEP in preparation for the COP21, as well as his work as a parliamentary assistant at the French Senate. Arnault received his undergraduate degree from Oxford University (BA History 2008-11) and hismasters in European Affairs from Sciences Po Paris (2012-14). He was also a Visiting Fellow at Harvard University for the 2018-19 academic year, affiliated with the Department of Government.
In parallel to his doctoral research, Arnault has published a number of articles and papers on topicsrelating to his doctoral thesis, including at the Robert Schuman Foundation, the Jacques Delors Institute, as well as the French Institute of International Relations (IFRI). Since the year 2020, Arnault has been teaching classes at Sciences Po Paris on ‘Global Climate Politics', which he also beganteaching at the Université Paris-Dauphine in the Fall 2022. The seminar features a live simulation of the COP negotiations, with students playing the role of international, State and civil society actors.

Introduction to Military Planning

ECTS : 6

Enseignant responsable : Michael BENHAMOU (https://www.linkedin.com/in/michael-benhamou-113b3454/)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course is about applying military planning techniques to manage contemporary tensions. Students will be given the role of an advisor to military commanders from all geographies (Europe, America, Asia, Middle East). They will have to integrate the following parameters: economic forces and weaknesses, diseases, resource scarcity, climate change, supply chain tensions, cultural signals. Using data analysis and visuals, students will react to geopolitical risks by designing defence scenarios - strategic mapping, center of gravity math, threat vs opportunities ratios, battlefield options scoring.

This course is on Moodle.

1) The first four classes (4 x 3h) will explain our basic template for military crisis management.

2) Written exam on a contemporary security situation (3h).

3) External speakers will explain their own methodology and experience of war zones (3h).

4) Using the methodology and template that were provided, students will prepare oral military briefs based on six case studies (6 x 3h).

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1) INTRO - a) presenting each other, b) philosophy of the course (values, defining warfare in the 21st century, reading & military research tips, Paris research tips); c) detailing each oral brief cases.

2) METHODOLOGY (1) - explaining the course's planning**standards**. Steps: a) produce strategic visuals; b) create environment analytics (transport, topography, weather); c) create actor analytics (psychology, defence economics, logistics, society's weak signals). d) produce Center of Gravity **(CoG)** visuals.

3) METHODOLOGY (2) - a) produce strategic-level Courses of Actions**(CoA)** and choose one of them. b) full oral brief presented by the lecturer on the Roman Empire in the 3rd century CE as a standard example of what is expected; c) Students pick their own oral brief & group.

4) METHODOLOGY (3) - **review** by lecturer of the entire methodology through one specific case study based on one ongoing news event to prepare for the written exam. Resolving this ongoing geopolitical case is done with students' direct participation.

5) WRITTEN EXAM - with the support of forty pages of documentation, prepare **an emergency military note** to propose a solution to a crisis after having described three courses of action. Two specific visuals should be created alongside three-four pages of text leading to a preferred course of action.

6) EXTERNAL SPEAKERS - one French Army or NATO representative; and one climate/energy/logistics expert.

7) CASE 1 - advisor to the **Russian president** in 2021. The latter is asking you for three offensive options regarding Ukraine. Explain what these could be and choose one of them. Parameters involved: logistics, infantry masses, diplomacy.

8) CASE 2 - adviser to the **Iranian president** in 2026. Imagine that the current Mollah regime collapses. Present three geostrategic options to the new nationalist head of government in this moment of turmoil. Parameters involved: diplomacy, economic sanctions, military threats and opportunities.

9) CASE 3 - advisor to the **French president** in 2026. How could France improve its military and diplomatic layout from now to 2030? Present three scenarios based on specific data and maps. Parameters involved: public budgets, strategic culture, climate and logistics.

10) CASE 4 - advisor to the **Indian president** in 2026. Should India invest more or less in the Army, the Navy or in Air Forces in 2030? Present three options based on threat analysis. Parameters involved: public budgets, strategic culture, threat analysis.

11) CASE 5 - advisor to the **US president** in 2030. Present cold & bold policy options on Greenland, integrating several factors like mining potential, maritime trade, climate change impact or geopolitical opportunities vs damages. Parameters involved: macro-economic analysis, naval logistics, diplomacy.

12) CASE 6 - advisor to the **Turkish president** in 2040. Where should Turkey's diplomatic and military assets focus on in the year 2040? The Balkans? Russia and the Caucasus? Mesopotamia? Parameters involved: foresight analysis, socio-economic studies.

Final grades will then be given to all students.

Compétences à acquérir :

At the end of this course, students will know how to:

1) use military planning tools in order to anticipate geopolitical risks;

2) visualize their own thought process and counter analytical biases;

3) understand the deeper power dynamics at play in the 21st century.

Pré-requis obligatoires

Possessing data analytics skills are advised before taking this class – Excel, Power Point, Tableau and/or QGIS can also bring value. Basic algebra skills also necessary.

Mode de contrôle des connaissances :

1/ 50% of the grade (/10) for the preparation of an oral brief (30 slides) based on the template explained in the first four classes and on 500-600 pages of documentation provided by the lecturer. This 30 minutes brief will be followed by 30 minutes of Q&A. Students will work in groups of three to five.

2/ 50% for the final & individual written exam (/10) where students will work on a new case study based on a recent conflict (and on 50 pages of documentation). They will be asked to prepare a three-four pages text accompanied by visuals laying out their military recommendations.

3/ Class participation generates bonus points.

The passing grade for the course is 10/20.

Class policy: unexcused absences from exams and/or military briefs will result in zero grades in the calculation of numerical averages.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Aron (Raymond), *Penser la guerre, Clausewitz*, Gallimard, 1976;
- Beaujard (Philippe), *Histoire globale, mondialisation et capitalisme*, 2009;
- Benhamou, Guehenneux, Robinet, "Le Polad : bilan et rôle d'un conseiller particulier",*Revue de Défense Nationale*, 2017;
- Braudel (Fernand), *Civilization and Capitalism*, 1982;
- Dupuy (Trevor), *Forecasting Battle Casualties and Equipment Losses in Modern War*, 1995;
- Gordon (Robert), *The Rise and Fall of American Growth*, 2015
- Koselleck (Reinhart), *Futures Past: on the Semantics of Historical Time*, 2004;
- Lawrence (Christopher), *War by Numbers: Understanding Conventional Combat*, 2017;
- Le Roy Ladurie (Emmanuel), "L'histoire immobile",*Annales*, 1974;
- Maddison (Angus), *Growth and Interaction in the Modern Economy*, 2005;
- NATO Doctrines - AJP 1D (Joint), AJP 3.2 (Land), AJP 4 (Logistics), AJP 5 (Planning);
- Santacroce (Mike), *Planning for Planners: Joint Operation Planning Process (JOPP)*, 2013;
- Stewart, Knaus, *Can Intervention Work?*, 2011;
- TRADOC, *The Red Team Handbook*, 2018;
- Van Creveld (Martin), *Supplying War*, 1977;
- Yakovleff (Michel), *Tactique théorique*, 2016.

Michael Benhamou - director of the consultancy OPEWI - Europe's War Institute. Reserve officer in the French Armed Forces: political adviser for French, NATO and European Union operations at land or at sea (Kosovo, Afghanistan, Libya, Persian Gulf, Indian Ocean with aircraft carrier Charles de Gaulle).

Sociology: Norms, Power, Organization

ECTS : 6

Enseignant responsable : Murielle BEGUE (https://dauphine.psl.eu/recherche/cvtheque/begue-murielle)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Social norms are the formal and informal rules that govern the behaviours of individuals in a specific society.
Respecting them leads to integration whereas violating them involves sanctions.
The purpose of this course is to examine social norms from a sociological perspective: how are they elaborated? Implemented? What are the consequences on the social structure and cohesion of society?
The connection between social norms, inequalities and power is also established and discussed during this course, allowing a discussion of some major French, British and American thinkers such as Michel Foucault, Pierre Bourdieu, Erving Goffman, Arlie R. Hochschild, Beverley Skeggs.
This course ambitions to be an open-minded discussion place where French and international students can meet and exchange ideas on current issues in an academic setting.
Objectives :

- Introducing sociology: the discipline, tools, main theories and concepts, key issues;
- Acquiring conceptual tools to analyse and understand social transformations in contemporary societies through three

main topics: norms, power, organizations;
- Connecting concepts and concrete situations, theoretical analysis and empirical knowledge;
- Recognizing the main methods used in sociology;
- Familiarizing oneself with several key sociological schools of thought;
- Reading ambitious academic texts, getting a sociological culture;
- Improving writing skills and removing inhibitions when it comes to speaking English.

This course is on Moodle.
1 General introduction to sociology
2 General introduction to sociology: concepts and methods (Mills)
3 Norms and Deviance: poverty (Simmel)
4 Norms and Deviance: stigmatization and labelling theory (Goffman and Darmon)
5 Power and Domination: discipline and surveillance (Foucault)
6 Power and Domination: social reproduction and distinction (Bourdieu)
7 Mid-term exam
8 Power and Domination: education and work (Skeggs, Lareau)
9 Organizations and Inequalities: status (Ridgeway)
10 Organizations and Inequalities: gender (Hochschild)
11 Organizations and Inequalities: communication and networks (Boltanski and Chiapello)
12 Conclusion
Final Exam

Compétences à acquérir :

- Reading, understanding and discussing key sociological texts;
- Comparing and debating concepts and theories in sociology;
- Recognizing the main methods and tools used in sociology;
- Questioning key issues in contemporary societies;
- Writing sociological essays;
- Improving oral and written academic English.

Pré-requis obligatoires

Intermediate or advanced English (read, written, spoken) necessary to study a social science discipline.
No prerequisite in sociology. A general introduction to sociology is provided at the beginning of the course.

Mode de contrôle des connaissances :

- Continuous assessment (50%)
o Mid-term exam (35%) - essay
o Class work (15%) - combining group presentations, facilitation, written tests and participation
- Exam (50%) - essay
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Class participation: Active class participation - this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.
Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

Bibliographie, lectures recommandées :

- ACKER, Joan (1990), "Hierarchies, Jobs, Bodies. A Theory of Gendered Organizations", Gender and Society, Vol. 4(2), pp.139-158;
- BOURDIEU Pierre (2001), "A Magnified Image", Masculine Domination, Polity press;
- BOURGOIS Philippe (2003), In Search of Respect. Selling Crack in El Barrio, Cambridge University Press;
- CASTELLS Manuel (2011), "Power in the Network Society", Communication power, Oxford University Press;
- FOUCAULT Michel (1977), "'Panopticism' from Discipline and Punish: The Birth of the Prison", Race/Ethnicity: Multidisciplinary Global Contexts, Vol.2, n°1, Autumn 2008;
- GIDDENS Anthony, Sociology, Polity press, 2006;
- GOFFMAN Erving (1963), "The Self and the Other", Stigma. Notes on the Management of Spoiled Identity, A Touchstone Book, 1986;
- HOCHSCHILD Arlie Russel (2003), The Managed Heart. Commercialization of Human Feeling, University of California Press;
- LAREAU Annette (2015), "Cultural Knowledge and Social Inequality", American Sociological Review, 2015, vol. 80(1), pp. 1-27;

- MAYER HACKER Helen (1951), "Women as a minority group", Social Forces, 30, 1951, pp.60-69;
- MILLS Charles Wright (1974), "The Sociology of Stratification", Power, Politics and People, Oxford University Press;
- RIDGEWAY Cecilia R., "Why Status Matters for Inequality", American Sociological Review, 2014, vol. 79 (1), pp. 1-16;
- SIMMEL Georg (1907), The Poor, Social Problems, vol.13, n°2, pp. 118-140, Autumn 1965, University of California Press;
- SKEGGS, Beverley (1997), "Ambivalent Femininities", in Formations of Class and Gender: Becoming Respectable (Chapter 6), London: Sage.

Murielle Bègue is a Doctor in sociology and has taught sociology, social sciences research methods and major contemporary issues in the university Paris-Dauphine-PSL since 2009. She has a Bachelor's degree in history from Paris IV-Sorbonne and graduated from Sciences Po Paris with a Master's degree.
Marjolaine Roger is a professeure agrégée in English, and has taught English and social sciences in the Université Paris-Dauphine since 2005. She has an MA in English studies from the Université Paris-III Sorbonne-Nouvelle, an MSc in Gender Studies from the London School of Economics, and a Postgraduate Certificate in Social Science Research Methods from the University of Kent in Canterbury.

POOL 4 Management, Strategy & Global Challenges S2

Corporate Strategy

ECTS : 6

Enseignant responsable : Francois-Xavier LOUIS

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The purpose of the course is to introduce students to Corporate Strategy in its main domains as business strategy, analysis of business environment, financials, business transformation, leadership and people management. Key questions of strategy development and implementation at the corporate level of a company would be covered: where should long term growth come from? How strategy is made within organizations and the role played by strategic planning systems. Understanding of competitive environment and forces. Linkage between strategy and financial analysis. Analysis of resources and capabilities of a firm. The analysis of competitive advantage. Defining corporate mission and vision. This course isn't on Moodle. **1** The concept of strategy - Role of strategy in success; Analysis, Strategic Framework **2** The concept of Strategy - Role of strategy in success; Analysis, Strategic Framework **3** The concept of strategy - Role of strategy in success; Analysis, Strategic Framework **4** Practical workshop: Group exercise - Artificial intelligence and digital transformation **5** Tools of the strategy analysis: Strategy & Profit, Competition analysis **6** Tools of the strategy analysis: Resources and Capabilities of the Firm **7 Mid-term Exam**: individual essay on an annual report, 25% of score. Organization, History, Structure and Management Systems **8** The analysis of competitive advantage **9** The analysis of Competitive Advantage - preparatory case with Tech & AI in focus(in groups) **10** Group Examination: Workshop in groups of 5 to 6 students, 25% of score **11** General review **12 Final Exam**: written individual essay, 50% of score

Compétences à acquérir :

By the end of this course, students will be able to:

- Conduct strategy analysis - Formulate business plans;
- Assess the competitive environment;
- Evaluate firms' resources and capabilities;
- Analyze organizational structures and value creation mechanisms.

Pré-requis obligatoires

Each student should have the Bloomberg digital application on his/her smart phone. The app is available of Apple Store, Play store etc.

Mode de contrôle des connaissances :

- Mid-Term written exam (25% grade);
- Group business case oral exam (25% grade);
- Final written exam (50% grade).

The passing grade for a course is 10/20. **Attendance** Attendance is **mandatory**. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class**

Participation Active participation is essential -- it is what makes classes both lively and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. Participation will be assessed based on the **quality** of contributions, not their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a **grade of zero** when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. **No direct negotiation with instructors about grades or assessments is permitted.**Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Comteporary strategy analysis; Robert M.Grant; 8th edition; Wiley; 2015;
- Competitive strategy Porter E. Michael; Free press; New York;
- Corporate strategy for sustainable growth; Guido Corbetta, Paolo Morosetti, Bocconi University Press, 2020;
- The art of Strategy; Avinash Dixit, Barry Nalebuff, Norton & Company, 2008;
- Corporate strategy, Theory and Practice; Ulrich Pidun, 2019;
- Good strategy, bad strategy; Rumelt Richard, ProfileBooks; 2013;
- Business process Management; Jeston John; Routledge; 2014.

Country Risk Management

ECTS : 6

Enseignant responsable : Anna DIMITROVA

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The objective of the Country Risk Management course is to explain how current and emerging economic, (geo)political, environmental, technological and societal risks affect the global business environment and how multinational companies adapt their strategies to these risks. The course is divided into three parts. The first part focuses on defining "country risk" and its main components studied through the analytical
lenses of PESTEL (PEST) and STEP models, and some strategic business cases. The second part explores qualitative and quantitative methods of country risk analysis (CRA), as well as the role of country risk assessment companies in doing country risk analysis and rating. A special emphasis is also placed on country risk mitigation strategies. The third and final part provides an overview of country risks in selected
countries and regions by identifying the risks and opportunities of doing business in Sub-Saharan Africa (SSA), the Middle East and North Africa (MENA) region, Latin America and Southeast Asia. This course is on Moodle.
1 Defining risk, risk management and country risk. Historical overview of country risk
2 The impact of political (expropriation, corruption) and geopolitical risks (populism, conflict and war, terrorism) on firm internationalization strategy
3 The impact of economic and financial risks (trade war, economic nationalism) on firm internationalization strategy
4 Global supply chain risks and disruptions
5 Cyber risks and business information security
6 The impact of social risks (boycott, reputational damage) and environmental risks on business cross-border operations
7 Qualitative (non-rating) methods and quantitative (rating) methods of country risk analysis. Country risk assessment companies. Country risk mitigation strategies and models.
8 Risks and opportunities of doing business in Sub-Saharan Africa (case studies)
9 Risks and opportunities of doing business in the Middle East and North Africa region (case studies)
10 Risks and opportunities of doing business in Latin America (case studies)
11 Risks and opportunities of doing business in Southeast Asia (case studies)
12 Final Exam

Compétences à acquérir :

By the end of this course, students should be able to: 1) Identify and analyze various risks companies should consider and deal with when expanding their operations abroad (export, FDI, etc.) to a given foreign country; 2) Conduct a country risk analysis of a target host country that a selected company would like to invest in by using qualitative and quantitative methods, including the creation of a country risk matrix; 3) Identify appropriate risk management tools and strategies, which companies can put in place to hedge against country risk, especially when doing business in conflict-affected and

high-risk zones.

Pré-requis obligatoires

Not compulsory, but it would be helpful to have notions related to International Business, Global Strategy and Strategic Management.

Mode de contrôle des connaissances :

The objective of the Country Risk Management course is to explain how current and emerging economic, (geo)political, environmental, technological and societal risks affect the global business environment and how multinational companies adapt their strategies to these risks. The course is divided into three parts. The first part focuses on defining "country risk" and its main components studied through the analytical lenses of PESTEL (PEST) and STEP models, and some strategic business cases. The second part explores qualitative and quantitative methods of country risk analysis (CRA), as well as the role of country risk assessment companies in doing country risk analysis and rating. A special emphasis is also placed on country risk mitigation strategies. The third and final part provides an overview of country risks in selected countries and regions by identifying the risks and opportunities of doing business in Sub-Saharan Africa (SSA), the Middle East and North Africa (MENA) region, Latin America and Southeast Asia. This course is on Moodle. 1 Defining risk, risk management and country risk. Historical overview of country risk 2 The impact of political (expropriation, corruption) and geopolitical risks (populism, conflict and war, terrorism) on firm internationalization strategy 3 The impact of economic and financial risks (trade war, economic nationalism) on firm internationalization strategy 4 Global supply chain risks and disruptions 5 Cyber risks and business information security 6 The impact of social risks (boycott, reputational damage) and environmental risks on business cross-border operations 7 Qualitative (non-rating) methods and quantitative (rating) methods of country risk analysis. Country risk assessment companies. Country risk mitigation strategies and models. 8 Risks and opportunities of doing business in Sub-Saharan Africa (case studies) 9 Risks and opportunities of doing business in the Middle East and North Africa region (case studies) 10 Risks and opportunities of doing business in Latin America (case studies) 11 Risks and opportunities of doing business in Southeast Asia (case studies) 12 Final Exam

Bibliographie, lectures recommandées :

- Bouchet, M., Fishkin, Ch. & Goguel, A. (2018). Managing Country Risk in an Age of Globalization: A Practical Guide to Overcoming Challenges in a Complex World, Palgrave;
- Miklian, J., & Katsos, J. (2025). Crisis: A Global Case Primer. Bridgebuilders Books;
- The Global Risks Report (2025), The World Economic Forum;
- Top Risks (2025), The Eurasia Group.

Anna Dimitrova is a Professor of International Business at the Department of Strategy, Entrepreneurship and International Business at ESSCA School of Management in Paris. She has been teaching undergraduate and postgraduate courses in Country Risk Management, International Business, International Trade, and Geopolitics and International Relations. Her teaching and research activities areon the intersection of geopolitics and international business and focus on country risk analysis and foreign direct investment (FDI), especially the impact of political risk on FDI in fragile and conflict-affected countries. She is the author of several books, book chapters and peer-reviewed articles that have been published in top-tier academic journals such as the Journal of World Business, International Business Review, Journal of International Management, Management Learning, Multinational Business Review, Management Decision, and others. She is an active member of several academic organizations, namely the Academy of International Business (AIB), the European Academy of International Business (EIBA) and CIFE (Centre International de Formation Européenne).

Cross-Cultural Management

ECTS : 6

Enseignant responsable : Ines MORTREUIL

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Dauphine's international learning environment brings together students from diverse cultural and academic backgrounds, creating a classroom that mirrors today's globalized workplaces. In this course, students will explore how cultural differences shape interactions, decision-making, and organizational behavior, equipping them with the tools to work effectively across cultures. Through case studies, interactive discussions, and real-world applications, students will develop cultural awareness, communication strategies, and adaptability--essential skills for both teamwork and leadership

in international settings. The course will also examine the role of digital culture in cross-border management and the influence of organizational and company culture on professional dynamics. This course offers a practical and reflective approach, enabling students to navigate and contribute to a multicultural world with confidence. This course aims to:

- Provide students with a foundational understanding of multicultural management and its relevance in international workplaces.
- Introduce key cultural frameworks that explain differences in communication, leadership, and teamwork.
- Foster awareness of how digital culture shapes interactions in multicultural teams.
- Equip students with practical skills for effective cross-cultural communication, conflict resolution, and negotiation.
- Explore the impact of organizational and company culture on management strategies.
- Prepare students to apply multicultural management principles in academic and professional settings.

This course is on Moodle. **1 Introduction to Cross-Cultural Management**

- Defining multicultural management in a globalized world
- The impact of culture on organizations and teams
- Overview of key concepts and course structure.

2 Understanding Cultural Differences

- Exploring cultural dimensions: Hofstede's framework and beyond
- How cultural values influence decision-making and professional behavior
- Workshop: Identifying your own cultural profile.

3 Intercultural Communication in a Digital Age

- Verbal and non-verbal communication across cultures
- High-context vs. low-context communication styles
- Case study: Managing digital communication across borders.

4 Leadership and Teamwork in a Multicultural Environments

- Leadership styles across cultures
- Building and managing diverse teams.
- Case study: Managing global project teams.

5 Conflict Management and Cross-Cultural Negotiation

- Understanding cultural perspectives on conflict
- Negotiation styles across cultures.
- Role-playing exercise: Negotiating in multicultural contexts.

6 Organizational and Company Culture

- How organizational culture shapes management approaches
- Comparing company cultures in international contexts
- Case study: Adapting to different organizational norms.

7 Managing Virtual and Cross-Border Teams

- Challenges of remote work in multicultural settings
- Building trust, collaboration, and cohesion in virtual teams
- Interactive workshop: Managing an international virtual project

8 Ethics and Social Responsibility

- Understanding ethical standards in a global context.
- Corporate social responsibility (CSR) across cultures
- Case discussion: Ethical dilemmas in international management.

9 Developing Cultural Intelligence for Everyday Life

- What is cultural intelligence (CQ), and why does it matter?
- Strategies for increasing adaptability in cross-cultural settings
- Practical applications in academic and professional environments

10 Applying Cross-Cultural Management Strategies

- Integrating cultural frameworks into practical management decisions.
- Group work: Designing a cross-cultural strategy for a real or simulated company.

11 Global Talent and the Future of Work

- How organizations attract, develop, and leverage diverse talent to foster performance, innovation, and the common good.
- Exploring global trends in skills, collaboration, and leadership for sustainable success.
- Case study: Building inclusive international teams.

12 Final Group Presentations & Course Wrap-Up

- Presentation of group projects.
- Peer and instructor feedback.
- Course synthesis and reflection on key insights in cross-cultural management.

Compétences à acquérir :

By the end of the course, students will be able to:

- Identify key cultural frameworks and their impact on organizational and team dynamics;
- Develop cultural intelligence to navigate and thrive in diverse professional environments;
- Apply intercultural communication and negotiation techniques in digital and in-person interactions;
- Analyze the influence of digital culture on global business and teamwork;
- Evaluate ethical dilemmas and corporate social responsibility in a multicultural context;
- Understand how organizational and company cultures shape management strategies;
- Engage in critical reflection on real-world multicultural management challenges.

Pré-requis obligatoires

This course is open to undergraduate students at Dauphine with an interest in international business, management, or global affairs. While no prior coursework in management is required, students should:

- Have proficiency in English (as the course will be conducted in English);
- Be open to discussing and reflecting on different cultural perspectives;
- Have basic experience in teamwork and group discussions from previous coursework;
- Be willing to engage in interactive and participatory learning methods.

Mode de contrôle des connaissances :

- To ensure an engaging and interactive learning experience, students will be evaluated through continuous assessment, combining individual and group work, practical exercises, and participatory activities throughout the semester. o **Class Participation & Engagement (15%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives. o **Individual Assignments & Reflections (25%)** Students will work on short written analyses, quizzes, or reflective papers after selected sessions to ensure comprehension and critical thinking. o **Group Case Studies & Workshops (30%)** Students will collaborate on real-world cases and simulations, applying cross-cultural management frameworks to practical scenarios. o **Final Group Project & Presentation (30%)** Development of a multicultural management strategy for a chosen company or context. Presented in the final session, demonstrating analytical depth, creativity, and teamwork. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Meyer, E. (2014). The Culture Map: Breaking Through the Invisible Boundaries of Global Business;
- Hofstede, G. (2001). Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations;
- Trompenaars, F., & Hampden-Turner, C. (2012). Riding the Waves of Culture: Understanding Diversity in Global Business;
- Hall, E. T. (1976). Beyond Culture;
- Schein, E. H. (2010). Organizational Culture and Leadership;
- D'Iribarne, Ph. Chevrier S., Henry, A., Segal, JP., Tréguer-Felten, G. (2020). Cross-Cultural Management Revisited - Baggini, J. (2018). How the world thinks: A Global History of Philosophy.

Supplementary Online Readings - Meyer, E. (2014), Navigating the Cultural Minefield, Harvard Business Review- Earley, C. and Mosakowski, E. (2004), Cultural Intelligence, Harvard Business Review- Falcão, H. and Wiegelmann, T. (2025), The Secret to Cross-Cultural Negotiations, Harvard Business Review - The New Geopolitics of Global Talent (2025), Boston Consulting Group - When Innovation has no borders, culture is key (2022), Boston Consulting Group**Ines**

Mortreuil Rogic is a lecturer in management sciences, strategy consultant, and executive coach with an international background and extensive professional experience in organizational cultures. She specializes in strategic organizational design, cross-cultural management, governance, and strategic communication, advising executives, public institutions, and global organizations on leadership, decision-making, and cultural transformation. With a career spanning management consulting and executive coaching, she bridges academic theory with real-world business challenges. Her dynamic, experiential teaching approach incorporates case studies, strategic simulations, and professional insights, enabling students to develop cross-cultural competencies, sharpen their managerial reflexes, and refine their ability to work effectively in teams. Passionate about preparing future leaders, she equips students with the essential tools to better understand organizations and future work environments, foster meaningful collaborative interactions, and develop deeper self-awareness. Through this, students learn to express their full capacities and talents, becoming confident, inspiring contributors in diverse professional settings.

Risk Management

ECTS : 3

Enseignant responsable : Emmanuel PASCAL (https://dauphine.psl.eu/recherche/cvtheque/pascal-emmanuel)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course provides students with a robust knowledge of the risk management challenges with concrete examples of the impacts on corporations. It goes through the different concepts of risk management and explores different types of risks but also ways to mitigate them. It also teaches methods and techniques to assess and manage risks from different points of view (auditors, risk managers, financial analysts, bankers). Through real-world case studies, interactive workshops, videos, students will develop the skills needed to manage risk management topics, learn about a wide range of risk categories, conduct risk analysis of a corporation, understand the use of AI in risk management and demonstrate their skills in this evolving area.
This course aims to:

- Build a strong knowledge of risks and opportunities that could impact corporations;
- Make sure students have the right mindset to work on these topics and understand for instance why opportunities are sources of risks;
- Develop a robust understanding of potential impacts and consequences of risks and opportunities;
- Provide students with key methods and tools to conduct risk assessment and explore the use of AI to manage risks;
- Develop students' skills to assess risks in a sector but also identify how to mitigate risks;
- Present main current concerns but also explore emerging risks such cyber or cryptocurrency risks;
- Provide an overview of risks through description and analysis of risk situations.

This course isn't on Moodle.
1 Introduction to risk management concepts
- Understand the fundamentals of risks management (ERM) and roles
- Learn about the different categories of risks and their importance
- Understand concepts (micro and macro risks, strategic/ process risks, profile…) used to identify risks
- Workshop on how to identify risks in different sectors

2 Advanced risk management techniques
- Understand the concept of value risks
- Breaking down the risk including root cause analysis and other advanced techniques
- Using AI (and not only GEN AI) to assess risks
- Crisis management

Workshop on how to deal with crisis (simulation of crisis)
3 Understanding risks management challenges
- Focus on risks challenges in financial markets
- Risks managers
- Importance of internal and external auditors
- Case study: financial markets risk

4 Managing Macro risks (risks affecting potentially all corporations)
- Description of concepts and consequences of macro risks
- Understand macro risks by analyzing use cases

Workshops to assess macro risks mitigation in corporations
5 Managing micro risks (risks affecting individual corporations)

- Overview of micro risks situations through description of use cases
- Understand emerging risks (Fraud, Cyber, Crypto risks…) and impacts on corporations
Workshop on how to mitigate micro risks in different situations
6 Final Exam - Evaluation and Reflection
- Written assessment covering key concepts presented in the course
- Presentation of projects
Discussion on key takeaways and course feedback

Compétences à acquérir :

By the end of the course, students will be able to:

- Understand basic and advanced concepts of risk management such as risk mapping, risk acceptance;
- Understand the use of risk management in corporations;
- Identify risks and opportunities with techniques and develop a mindset to identify risks;
- Identify the different roles involved in risk management (risk managers, audit…);
- Have a knowledge of the main risk categories (finance, operations, fraud, cyber…);
- Conduct a risk assessment of a corporation;
- Gain an overview of advanced techniques (root cause analysis, postmortem…);
- Set up risk monitoring tools (risk register, risk map…);
- Propose ways to mitigate risks.

Pré-requis obligatoires

This course is open to undergraduate students at Dauphine with an interest in emerging topics, financial topics and audit. While no prior coursework on risk management is required, students should:

- Have an interest in risk challenges and concerns;
- Understand financial processes of corporations;
- Be willing to engage in discussions and collaborative activities;
- Show openness to diverse perspectives and strategic thinking.

Mode de contrôle des connaissances :

- To ensure an engaging and interactive learning experience, students will be evaluated through a mix of individual and group assignments, case studies, and participatory activities.
o **Class Participation & Engagement (10%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives.
o **Case Study Analysis & Group Activities (25%)** Students will work on real-world case studies, applying the course concepts to risk management scenarios. Group activities will include role-playing exercises and collaborative problem-solving.
o **Final Project/Presentation (25%)** Students will develop a risk management analysis for a chosen organization. The project will be presented in class, demonstrating critical analysis and application of course concepts.
o **Final Exam/Assessment (40%)** A written exam testing students' understanding of key theories, frameworks, and their practical applications in multicultural management.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- Enterprise Risk Management Integrating with Strategy and Performance, COSO, 2017;
- Risk in Focus 2026, hot topics for internal auditors, IA foundation;
- Risk management and internal control systems, AMF (2010);
- Future Risks Report AXA (2025);
- Root Cause Analysis - An Effective Practice To Drive Audit Quality, PCAOB (2025).

Emmanuel Pascal, CIA, CFE, CRMA, is a graduate of ISC Paris and obtained an Executive master's degree in finance from HEC. After 3 years at Arthur Andersen, he created and led for 5 years the internal audit department of the Réunion des Musées Nationaux (French Museums). He then joined the Corporate Audit Department of Brakes in 2005 as a Corporate Audit Manager. After the purchase of Brakes by Sysco in 2016, he set up and led the European Audit team until January 2022 and managed Fraud investigations in Europe. He then worked in cybersecurity in a consulting firm and created his data governance firm in 2023 proposing training and consulting services in the fields of audit, data analytics, compliance, sustainability and Forensics.
He is also a trainer (in English and French) in Audit, Data Analytics, Sustainability and Fraud fighting in French universities and schools (Dauphine, Sorbonne, Audencia, DeVinci). He speaks regularly on Fraud in the French IIA chapter webinars and will give trainings for the chapter on Fraud investigations in 2026. He manages the Fraud forum for the Chartered Institute of Internal Auditors (CIIA) that introduces internal auditors to Fraud topics through regular webinars.
Emmanuel is also a current member of the IA foundation's CREA (Committee of Research and Education Advisors) and takes part in the Internal Audit Academic Alliance, an education framework supported by the Institute of Internal Auditors (IIA) to improve the quality of audit training in the world. He contributed to research papers for the French IIA chapter and published articles in Fraud intelligence. He cowrote the data analytics chapter of the Aci's Handbook published in 2023. He also regularly takes parts in conferences in France and abroad.

Sustainibility Challenges

ECTS : 3

Enseignant responsable : Emmanuel PASCAL (https://dauphine.psl.eu/recherche/cvtheque/pascal-emmanuel)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course provides students with a robust knowledge of the sustainability challenges with concrete examples of the impacts on corporations. It goes through the different topics covered by ESG and the different steps needed to build a sustainable or extra financial statement. It also describes the challenges faced by actors in the financial sector to cover sustainability (auditors, bankers, financial analysts).
Through real-world case studies, interactive workshops, videos, students will develop the skills needed to manage sustainable topics on a global scale, conduct deep analysis of a corporation and demonstrate their skills in this emerging area.
This course aims to:
- Build a strong knowledge of risks and opportunities in the sustainability context and concepts such as double materiality
- Make sure students have the right mindset to work on these topics
- Develop a robust understanding of potential impacts and consequences of Climate change but also of available solutions
- Provide students with key methods and tools to conduct sustainability analysis of corporations such as Chain Value
- Develop students' skills to assess risks in the field of sustainability and understand key needs in sectors at risks
- Give the ability to learn how to audit extra financial reporting statements
- Explore emerging fraud risks such as greenwashing
- Provide an overview of the evolution of corporation strategies because of Sustainability This course isn't on Moodle.

1 Introduction to sustainability and review of impacts for corporations
- Understand the fundamentals of the global ESG framework
- Understand the challenges faced by corporations' stakeholders through uses cases
- Understand impacts on the environment, people (Social) and the business environment (Governance)

2 Review of solutions developed by corporations to improve sustainability
- Overview of existing solutions to mitigate risks and adapt to the new environment
- Workshops on how to mitigate the impact on sustainability of a corporation ("Green or Greener")
- Case study: how sectors at risks (luxury and cruises) are facing sustainability risks

3 How sustainability can affect a corporation strategy and performance to mitigate financial risks
- Financial risks linked to climate change concepts and frameworks
- The evolving role of CFOs

- Workshops to define and implement relevant KPIs
- Case study: How to make financial and extra financial information work together

4 How Sustainability can affect the financial sector

- The impact of sustainability on banks and financing
- Sustainability for banks in Europe - SFDR
- Workshops to assess financial risks in corporations

5 Managing and auditing extra financial reporting

- Overview of global extra financial reporting frameworks
- Description of extra financial reporting audit methods
- Use cases to find out about Greenwashing and learn how to detect it

6 Final Exam - Evaluation and Reflection

- Written assessment covering key concepts presented in the course
- Presentation of projects
- Discussion on key takeaways and course feedback

Compétences à acquérir :

By the end of the course, students will be able to:

- Assess risks linked to climate changes but also ESG topics;
- Understand solutions to mitigate these risks;
- Conduct a value chain analysis;
- Identify stakeholders and how to interact with them;
- Conduct a double materiality analysis;
- Prepare to understand and audit a sustainability report;
- Identify the challenges in a corporation linked to extra financial reporting;
- Understand the impact of sustainability on the financial sector.

Pré-requis obligatoires

This course is open to undergraduate students at Dauphine with an interest in emerging topics, financial topics and audit. While no prior coursework on sustainability is required, students should:
• Have an interest in sustainability challenges and concerns;
• Have an understanding of the financial processes of corporations;
• Be willing to engage in discussions and collaborative activities;
• Show openness to diverse perspectives and strategic thinking.

Mode de contrôle des connaissances :

- To ensure an engaging and interactive learning experience, students will be evaluated through a mix of individual and group assignments, case studies, and participatory activities.

o **Class Participation & Engagement (10%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives.
o **Case Study Analysis & Group Activities (25%)** Students will work on real-world case studies, applying the course concepts to real-world sustainable challenges scenarios.Group activities will include role-playing exercises and collaborative problem-solving.
o **Final Project/Presentation (25%)** Students will develop a sustainable analysis and strategy for a chosen organization. The project will be presented in class, demonstrating critical analysis and application of course concepts.
o **Final Exam/Assessment (40%)** A written exam testing students' understanding of key theories, frameworks, and their practical applications in sustainability management.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Attendance

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

Class Participation

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

Exam Policy

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

Communication and Grading

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation

with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

- Enterprise Risk Management Applying enterprise risk management to environmental, social and governance-related risks , COSO (2018);
- Handbook Harmonized Framework for Impact Reporting, ICMA (2021) - Green bond principles;
- Managing Fraud Risks in an Evolving ESG Environment, the ACFE (2022);
- Sustainable Finance Roadmap 2022-2024, ESMA (2021);
- Limited assurance engagement - certification of sustainability reporting and verification of disclosure requirements set out in article 8 of regulation (eu) 2020/852, H2A (2024);
- Internal control over sustainability data, ACCA & IA Foundation (2025);
- Beyond ESG, Mc Kinsey (2025).

Emmanuel Pascal, CIA, CFE, CRMA, is a graduate of ISC Paris and obtained an Executive master's degree in finance from HEC. After 3 years at Arthur Andersen, he created and led for 5 years the internal audit department of the Réunion des Musées Nationaux (French Museums). He then joined the Corporate Audit Department of Brakes in 2005 as a Corporate Audit Manager. After the purchase of Brakes by Sysco in 2016, he set up and led the European Audit team until January 2022 and managed Fraud investigations in Europe. He then worked in cybersecurity in a consulting firm and created his data governance firm in 2023 proposing training and consulting services in the fields of audit, data analytics, compliance, sustainability and Forensics.
He is also a trainer (in English and French) in Audit, Data Analytics, Sustainability and Fraud fighting in French universities and schools (Dauphine, Sorbonne, Audencia, DeVinci). He speaks regularly on Fraud in the French IIA chapter webinars and will give trainings for the chapter on Fraud investigations in 2026. He manages the Fraud forum for the Chartered Institute of Internal Auditors (CIIA) that introduces internal auditors to Fraud topics through regular webinars.
Emmanuel is also a current member of the IA foundation' s CREA (Committee of Research and Education Advisors) and takes part in the Internal Audit Academic Alliance, an education framework supported by the Institute of Internal Auditors (IIA) to improve the quality of audit training in the world. He contributed to research papers for the French IIA chapter and published articles in Fraud intelligence. He cowrote the data analytics chapter of the Aci's Handbook published in 2023. He also regularly takes parts in conferences in France and abroad.

POOL 5 Entrepreneurship, Innovation, Tech & Digital Transformation S2

Artistique Entrepreneurship

ECTS : 6

Enseignant responsable : Marie Joe RAIDY DOUAIHY

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

We each have thousands of ideas each day. Most of them are forgotten, some of them are reflected on, then put aside, and very few in a lifetime are turned into a reality. In this course we will explore those very few ideas that we believe can improve the world or be turned into a business, and learn what are the essential steps to take, from the moment this thought addresses our mind, until we launch our business. The practical steps we will learn and explore together can give us a timeline for the future, in learning what steps to take the day we decide to venture into this path. Even if we choose to join an existing startup or company, the tools we will learn are important to allow us to help it grow. The know-how gained will also help us work better with agencies and subcontractors in the future, by gaining enough knowledge to speak the language of business. This course isn't on Moodle. **1** An introduction to entrepreneurship. **2** Ideation: how it all starts. Market Research (to assess market need and market competition). **3** Naming (name, naming SEO, URL research and booking, and trademark registration). **4** Branding (logo, graphic chart). **5** Online presence (website, eshop, Google my Business, NAP, online reputation, community). **6** Business plan development (idea, problematic, solution, UAV, market research, competition). **7** The power of networking and different ways to do it. **8** Finding your Ikigai: network with worldwide leaders & interview them to find your purpose. **9** Working session: review all interviews conducted by students (Ikigai session). **10** Defining the business (startup, tech, different types of businesses, scalability). **11** Different stages of business fundraising (angel, pre-seed, seed, series A, B, C…). **12 Final Exam: Pitch Deck presentations.**

Compétences à acquérir :

By the end of the course, students will be able to:

- Identify the main steps required to transform an idea into a viable business;
- Conduct basic market research to assess the feasibility and potential of an idea before investing resources;
- Evaluate risks and opportunities to maximize the chances of success in the early stages of business development;
- Apply practical strategies to turn concepts into actionable plans and real-world outcomes;
- Develop the skills and mindset needed to bring innovative ideas to life in a structured and sustainable way.

Pré-requis obligatoires

No prerequisite required.

Mode de contrôle des connaissances :

Grading is as follows: participation (10%) - reports (40%) - pitch deck & business plan (50%). Each student is expected to submit **reports based on material shown and discussed in class, and research made individually out of class** Each paper should not only summarize the content of the class discussions and material, but also, and more importantly, give the student's point of view, expectations and predications after conducting a (market) research on a subject of interest. The **final exam** is replaced by your pitch deck presentation and business plan submission where you will be pitching your idea, after turning your passion into a profession. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- The Lean Startup by Eric Ries, 2011;
- Zero to One: Notes on Startups, or How to Build the Future by Peter Thiel with Blake Masters, 2014;
- Rework by Jason Fried & David Heinemeier Hansson, 2010;
- Business Model Generation by Alexander Osterwalder & Yves Pigneur, 2010;
- The Startup Owner's Manual by Steve Blank & Bob Dorf, 2012.

Mariejoe Raidy is a branding expert, entrepreneur, educator, and writer based in Paris. She is the founder of CreAZ, a digital transformation agency that integrates traditional branding & marketing techniques with AI technology to provide scalable and efficient solutions for enterprises. CreAZ offers services such as branding, advertising, marketing, website design and development, hosting, social media management,photography, videography, animation, video editing, publication design, pitch deck and business plan development.

Data and Business Insights

ECTS : 3

Enseignant responsable : Anouck ADROT (https://dauphine.psl.eu/recherche/cvtheque/adrot-anouck)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course aims to:

- Learn how data and datafication shapes business models, production of services and goods as well as policies and the functioning of societies;
- Learn to exploit data and produce a relevant storyline based on its visualization and processing on Tableau;
- Take a critical stance on data usage in organizations. Understand avenues for organizations to tackle its inherent challenges.

The course is based on learning-by-doing teaching principles. It requires continuous involvement and regular teamwork.

There is no final exam in this course, but each team has to produce a video that synthesizes the team's advances on a specific issue, based on their visualization of data sets. *Brain* attendance to the course is compulsory. This means that the students who use phones and computers to process information unrelated to the content of the course can get excluded. During the courses, the instructors include some lecture sessions, during which computers and phones are strictly forbidden. The students should bring papers and pen to attend the courses. All the documentation is provided on Moodle and will NOT be sent by email. This course is on Moodle.**1, 2 Module 1 (sessions 1,2) - Why data matters?** Distinction between data and information (lecture + in class activity). Datafication and growing use of data by organizations. How data can change decision-making and strategy. Preparation of the data project (assignments 1 and 2): How question can we tackle with data and how? Tableau settlement and basic learning of Tableau. Quizz 1 on lectures and podcasts about the impact and challenges inherent to data. **3, 4 Module 2 (sessions 3,4) - How to manipulate data?** Tableau training:

- Preparing data for the project;
- learning of Tableau functionalities and visuals' preparation.

5, 6 Module 3 (5,6) - How to integrate data in business strategy and practices?Quizz 2. Vote for the best visual of the data project. Case studies: CVS + Ikea: How organizations adapt their strategies and management to integrate data? Debrief on the asynchronous debate.

Compétences à acquérir :

At the end of the course, students will be able to:

- **Identify and collect data:** identify sources of data, distinguish diverse types of data, understand the licenses inherent to data, extract data and prepare data for analysis;
- **Analyze data:** clean, format data, choose an adequate method to process data;
- **Represent and visualize data:** Use Tableau as a visualization tool and produce relevant visuals, select the best visuals;
- **Provide insights from data:** identify and narrate insights from data and address burning questions with data, different question from practical issues;
- **Collaborate in a project:** collaboratively produce insights from data, receive feedback and integrate feedback in the completion of the project.

Pré-requis obligatoires

This course does not require any specific knowledge in programming and computer science. Knowledge of Excel functions (or any other means to structure and process data) can help to prepare the data and produce the assignments.
The students can also rely on pre-existing knowledge and interest in digital economy and business. Here are some references that can help develop such knowledge:
• Floridi L., (2016), « The Fourth Revolution: How the Infosphere is Reshaping Human Reality », 272 p., Oxford University Press, Oxford.

Mode de contrôle des connaissances :

Part of the grading involves continuous assessment. It will be reduced to 0 for the students who miss 3 sessions (or more) without justification. **1) Assessment type: Contribution to the class.% of the grade: 20 Individual/team: Individual Nature:** Brain attendance, contribution to the discussion in class, involvement during team work during the class. This grade can be lowered by excessive usage of phones and computers in class. **2) Assessment type: In class Quizz. % of the grade: 10 Individual/team: Individual Nature:** At the beginning of session 2 and session 5, an online quizz will take place about the major notions explained in the class, 1 reading, 1 podcas and 1 video accessible to the class. The documentation package to prepare for the quizz can be found on Moodle. The quizz takes place 15 minutes after the beginning of the class and lasts between 5 and 15 minutes. **3) Assessment type: Peer feedback "assessment part of the workshops". % of thr grade: 10 Individual/team: Individual Nature:** Quality, precision and originality of the individual assessments of the assignments (intermediary assignments to produce the video). Grades get lowered by excessive usage of AI to produce assessments. **4) Assessment type: Data project video.% of the grade: 50 Individual/team: Team Nature:** Prepare a video to present your insights to the whole class. The grade takes into consideration the quality of the rationale provided by the teams. **5) Assessment type: Participation into the asynchronous debate (voices). % of the grade: 10. Individual/team: Team. Nature:** Each team has to produce a voice to participate and contribute to the ongoing debate about data usage in organizations. **Your data project (teamwork)** The data project consists of addressing a specific question by visualizing data. The students will gather by teams to complete this project. In a nutshell, each team has to work on data (by using Tableau) to produce a visual that can help Londong Great Region to deal with sustainability issues. After importing the data on Tableau, each team provides answers to the questions that motivate their study. Each visual should be justified and explained. Also, the insights from each visual should be detailed. In the project, the teams also reflect on the issues that challenged their work, including data collection and cleaning, the production of visuals and their refinement, the limitations of their reasoning based on data.Each team produces a video that should be sent to London Greater Region. The other teams will vote for

the best video. The teams will receive feedback about their videos (and some assignments) through Moodle, which helps them improve their production. **Asynchronous debate (teamwork)** During the whole course, each team participates into an asynchronous debate, through the sharing of voices. The objective is to take the time to collective discuss about a pending question related to data usage in organizations. To prepare the debate, the students can rely on the documentation provided on Moodle. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Brynjolfsson E., McAfee A., (2012), « Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly », Digital Frontier Press, 100 p;
- Chignard S., Benyayer L-D., (2015), « Datanomics Les nouveaux business models des données », FYP Editions, 192 p;
- Chignard S., Marchandise J-F., (2012), « L'Open data : Comprendre l'ouverture des données publiques », FYP 192 p;
- Gouiguoux J-P., (2016), « Open Data - Consommation, traitement, analyse et visualisation de la donnée publique », Editions ENI, 580 p;
- Kober V. (2017), « Open data - Ouverture, exploitation, valorisation des données publiques », Territorial Éditions, 136 p. - O'Neil C., (2016), "Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy, Crown, 272 p;
- Shirky C., (2008), "Here Comes Everybody: The Power of Organizing Without Organizations", Penguin Press, 336 p;
- Tapscott D., Williams A.D., (2007), "Wikinomics: How Mass Collaboration Changes Everything", Portfolio, 324 p;
- Shapiro, Carl, Varian, Hal R. (1999), "Economie de l'information, Guide stratégique de l'économie des réseaux", Bruxelles, De Boeck Université;
- Verdier C., (2016), « État des lieux et enjeux de l'Open Data », Éditions universitaires européennes, 64 p;
- Yau N., (2013), « Data visualisation : De l'extraction des données à leur représentation graphique », Eyrolles, 356 p;
- Research : Ngwenyama, O., Rowe, F., Klein, S., & Henriksen, H. Z. (2024). The open prison of the big data revolution: false consciousness, faustian bargains, and digital entrapment. Information Systems Research, 35(4), 2030-2058.

Anouck ADROT is a graduate of the École Normale Supérieure, with a doctorate and PhD from ParisDauphine University and Georgia State University. She is a senior lecturer at Paris-Dauphine University. Her work focuses on information transmission and coordination within and between organizations in turbulent contexts such as crisis situations. She is also interested in the emerging dynamics of reinvention or abandonment of information and communication systems in inter-organizational collectives.

From Idea to Impact: Sustainable Venture Creation

ECTS : 3

Enseignant responsable : Gilles MAUTIN (https://www.linkedin.com/in/gilles-mautin/)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This experiential course introduces students to the entrepreneurial process of designing and validatingsustainable ventures. Through teamwork, creativity, and analytical rigor, students will transform ideas intoviable and impactful business models. They will learn to identify opportunities, validate customer needs,design value propositions, test business models, and effectively communicate their project to investors and partners. Course objectives:

- Understand the entrepreneurial process from idea to pitch;
- Identify, analyze, and validate business opportunities;
- Develop teamwork, leadership, and communication skills in an entrepreneurial context;
- Apply financial, strategic, and marketing principles to a concrete project;
- Present a viable, sustainable, and impactful business concept.

This course isn't on Moodle. **1 Introduction & Team Building** -- course overview, team formation,expectations. Topic :

- Team charter.

2 Vision & Entrepreneurial Purpose, Customer & Problem Discovery -- defining mission, values, and impact goals, identifying target segments and pain points. Topic :

- Vision statement, customer persona, problem map.

3 Pain & Solution Fit -- ideation, testing assumptions, first prototypesTopic :

- Solution sketches, problem solution fit.

4 Competition, Differentiation & Customer Acquisition Strategy --mapping competitors and analyzing value gaps, marketing channels, funnel design, first experiments. Topic :

- Competitor matrix;
- Acquisition plan.

5 Market Studies, Pricing Strategies -- market sizing (TAM/SAM/SOM),value chain, and trends, value-based pricing and revenue model design. Topic :

- Market analysis report;
- Pricing strategy memo.

6 Public Speaking, Pitch Preparation, Final Oral Presentation storytelling, visuals, and delivery, venture pitch before jury. Topic :

- Pitch deck rehearsal;
- Final pitch + executive summary.

Compétences à acquérir :

By the end of the course, students will be able to:

- Generate and evaluate business ideas with social and economic impact;
- Conduct basic market and customer research;
- Design a value proposition and test it through feedback;
- Develop a financial and strategic roadmap;
- Pitch a coherent venture project before a jury;
- Reflect on personal growth and entrepreneurial mindset development.

Pré-requis obligatoires

No specific prerequisites. Curiosity, teamwork, and an open mindset are required. Basic knowledge of management, marketing, or economics is helpful.

Mode de contrôle des connaissances :

- **Component: Individual Participation. Description:** Preliminary pitch with feedback. **Weight:** 20%
- **Component: Final Oral Pitch. Description:** Final team presentation before jury. **Weight:** 60%
- **Component: Written deliverables. Description:** Lean Canvas, market study, 5-year projection, executiv summary. **Weight:** 20%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Class participation:** Active class participation - this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity. **Exam policy:** Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods. **Attendance:** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned

in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Ries, E. (2011). The Lean Startup. Crown Business;
- Osterwalder, A., Pigneur, Y. (2010). Business Model Generation. Wiley;
- Aulet, B. (2013). Disciplined Entrepreneurship: 24 Steps to a Successful Startup. Wiley;
- Sinek, S. (2009). Start With Why. Penguin;
- Blank, S., Dorf, B. (2012). The Startup Owner's Manual. K and S Ranch;
- Kawasaki, G. (2004). The Art of the Start. Penguin;
- Gallo, C. (2014). Talk Like TED: The 9 Public-Speaking Secrets of the World's Top Minds. St. Martin's Press;
- Harvard Business Review (2019). HBR Guide to Persuasive Presentations. Harvard Business Review Press;
- Sachs, J. (2015). The Age of Sustainable Development. Columbia University Press.

Gilles Mautin is the founder of The Cantillon, an entrepreneurial education ecosystem connecting sustainability, leadership, and innovation. He teaches entrepreneurship and management at PSL, CentraleSupélec, and INSEAD, using experiential learning and strategic frameworks to help students develop both entrepreneurial skills and self-awareness.

Management Information System

ECTS : 3

Enseignant responsable : Anouck ADROT (https://dauphine.psl.eu/recherche/cvtheque/adrot-anouck)

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

This course will provide a general and practical overview of the issue of managing information systems in contemporary organizations. The course helps students analyze information systems problematics by using a multi-focal perspective on IS issues, focusing on information, technological and organizational dimensions of all IT projects. In order to do so, students will have to deal with a detailed case study, which they will have to solve in group and in 12 weeks, thanks to a sequence of activities. These activities are mostly carried out online, the in-class hours being dedicated to answering students' questions and framing their work. This course is on Moddle. **1** Introduction to MIS **2** Business Process Modeling **3** Business Process Reengineering **4** Informational Analysis **5** Technological Analysis **6** Organisational Analysis **7** Needs Analysis **8** Change Management in IT projects **9** Risk Management in IT Projects **10** Privacy related issues in IT Projects **11 Defens**

Compétences à acquérir :

At the end of the course, students will be able to:

- Identify, model and improve business processes;
- Analyze the informational dimensions of an organizations (information flux, information quality, information processing);
- Analyze the technological dimensions of an organization (technological constraints related to software, hardware, network and database issues);
- Analyze the organizational dimensions of the IT project (identify key stakeholders, describe organizational culture, find key leverages for change management);
- Formulate a plan of action for the project scope (features, business process changes, use cases);
- Formulate a plan of action for project management (communication plan, implementation plan).

The course will also provide students with elements of IT culture relevant for future managers involved in IT Projects.

Pré-requis obligatoires

There are no formal prerequisites. General culture on how organizations operate is welcome.

Mode de contrôle des connaissances :

- Weekly activities are required from each student, conducted in group. These assignments are graded by peers. Consequently, one of the weekly assignments is the grading of another groups' assignment. - At Week 6, students deliver a first version of the need's analysis. This first deliverable is defended in front of a teacher, acting as senior consultant (20 %) - At week 11, students deliver the final version of the functional specifications (40 %). This deliverable is defended in front of a panel of teachers, acting as the client company. The defense is attributed a grade (40 %). The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory.

Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

No bibliography. **Pierre Laniray** is a lecturer and researcher in management science and organizational theory at Dauphine PSL (Paris, France). His research focuses on the digitization of work practices and the influence of this phenomenon on the construction, consolidation and evolution of professional identities. He is a member of the Research Group on Collaborative Spaces(RGCS), which deals with collaborative communities and movements in relation to new work practices (i.e. pluriactives, nomadic workers, teleworkers, intrapreneurs, etc.). **Anouck ADROT** is a graduate of the École Normale Supérieure, with a doctorate and PhD from ParisDauphine University and Georgia State University. She is a senior lecturer at Paris-Dauphine University. Her work focuses on information transmission and coordination within and between organizations in turbulent contexts such as crisis situations. She is also interested in the emerging dynamics of reinvention or abandonment of information and communication systems in inter-organizational collectives.

POOL 6 Markets and Firm's Environment S2

Adaptive Regions: Policies to Global Challenges

ECTS : 3

Enseignant responsable : Marc BOURNISIEN DE VALMONT

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

In an era marked by significant global shifts - demographic changes, technological advancements, and climate transformation - regions worldwide face unique challenges and opportunities. Under such context, this course poses several questions. How can regions adapt to and thrive amidst such transformations? How should they prepare for and respond to unforeseen shocks, such as the COVID-19 pandemic or the rapid advancements in Artificial Intelligence (AI)? Moreover, in managing these dynamics, how can regions foster economic development and ensure the well-being of their communities? Why do some regions succeed in attracting people, talent, and investment, while others lag? What are the implications of neglecting certain regions in the development process, particularly in terms of political and social consequences? As responsibilities have shifted from the national to the local and regional level, the importance of regional actors in implementing development strategies, managing social and economic crises and promotingcitizens' well-being has increased in recent decades. This course focuses on subnational institutions and policies, and on their role in guaranteeing that regions succeed in promoting economic growth, become attractive places to live in and remain engaged in political processes. This course aims to dissect these questions by delving into the drivers of development at the subnational level. Participants will explore and analyse a variety of policies and governance mechanisms that can strengthen regional prosperity and resilience. Moreover, the course will draw on academic literature, policy reports, and case studies. It willcombine empirical analysis with policy-oriented training, so students are not only able to evaluate qualitative and quantitative evidence on regional development topics, but also use this evidence to navigate existing institutional constraints and promote concrete policies. More than just a review of the existing literature and evidence, students will be asked to apply the findings in a regional and place-based context through individual and group assignments. This course is on Moodle. **1** Introduction: the rationale for place-based regional policies **2** Demographic change: the role of national and subnational governments in adapting to a declining and ageing population **3** Climate Change: regional policies for the new environmental reality **4** Technological change: AI and digitalisation - threat or opportunity for non-urban regions? **5** Envisioning the provision of public services for the regions of the future **6** Regions and competitiveness: direct and indirect drivers for regional development **7** Rich-resource regions: a development trap or

an opportunity for all? **8** Governance and fractured societies: multi-level governance, polarisation, and rise of populism in advanced regional economies **9** Conclusion: what does regional well-being mean? Perception and strategies for well-being **10** Applied policy reports: discussion **11** Invited experts and policy examples (topics to be confirmed)**12** Live debat

Compétences à acquérir :

By the end of the course, students will have achieved: (1) A solid overview of theoretical and empirical literature; (2) Exposure to case studies from advanced economies on policies related to the topics highlighted above; (3) The ability to critically evaluate qualitative and quantitative evidence on regional development topics from both academic and policy sources; (4) The ability to analyse existing public policies in the field of regional development and to produce their own policy recommendations.

Pré-requis obligatoires

This course is addressed to both undergraduate (L3) and graduate students (M1). Students are expected to have basic knowledge of economics and statistics, including familiarity with empirical methods (reading regression outputs, interpreting quantitative indicators, etc.). The bibliography contains examples of the kind of papers we will discussing in class.

Mode de contrôle des connaissances :

Individual assignments:

- (1) **Essay** (1 000 words and around 10 visual presentation slides) on a question chosen by the student from a list proposed by professors, which will correspond to the lessons imparted; the main outcomes of the essay will be presented orally during the class for others to comment on (**40%**).

Group assignments (2 to 3 students, depending on the total number of students):

- (2) **Applied policy report** (3 000 words) on the economic, social, and institutional development of a region, city or municipality chosen by the students and approved by the professors. The outcomes of the reports will be discussed in the session 10 (**30%**);
- (3) **Live debate** with students divided into 2-3 groups on an issue proposed by professors for which students prepare a brief presentation and arguments (**20%**).

Attendance and participation:

- (4) **Active class participation** with students coming to class on time and ready to discuss weekly readings and with all potential minor tasks prepared as requested (**10%**). Class participation is based on quality of comments, not quantity.

The numerical grade distribution will dictate the final grade. The passing grade for this course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Marc Bournisien de Valmont is a Policy Analyst at the Regional Development and Multi-level Governance Division at the OECD Centre for Entrepreneurship, SMEs, Regions and Cities. He coordinates the OECD project "Shrinking Smartly and Sustainably" - among others - aiming at helping regions experiencing strong and sustained population decline to manage demographic change. In addition to demography, he also works in several other topics and initiatives related to public service provision in rural areas, regional attractiveness, multi-level governance, rural innovation, or rural manufacturing. Before joining the OECD, Marc worked at the think-tank Institut Montaigne and at the French Ministry of Defense. He holds a Master's degree in International Relations and a Bachelor's degree in Political Science from Sciences Po Paris, and also attended the University of São Paulo in Brazil. **Fernando Riaza** is an Economist and Policy Analyst at the OECD, specialising in providing policy guidance for regions with significant mining and forestry activities. His role involves aligning these regions' strategies with broader regional development goals and ESG practices. Additionally, he coordinates regional contributions to the 'Strengthening FDI/SMEs Linkages' project, providing recent insights and policy recommendations in Czechia and Poland. Previously, Fernando was associated with KPMG and ItdUPM, where he

collaborated with the FAO (UN) on projects in Central America. He holds bachelor's and master's degrees in environmental engineering from Universidad Politécnica de Madrid - receiving the top master thesis award on Human Development - and a Master's degree in Natural Resource Economics from Montpellier SupAgro.

Economic Aspects of Globalization

ECTS : 3

Enseignant responsable : Matteo NERI-LAINE

Langue du cours : Français

Volume horaire : 27

Description du contenu de l'enseignement :

This course aims to provide students with the key concepts and theories needed to understand the longlasting process of globalization. The course starts by analyzing the hard facts of globalization and its historical pattern (first and second wave of globalization). Then the neoclassical models of trade (Ricardian and HOS) will be employed to understand such stylized facts. The fundamental aspects of the monopolistic competition model for trade (à la Krugman 1979) will be covered for a proper comprehension of the forces driving the globalization of countries and firms. The last part of the course is dedicated to the movement of factors, i.e. capital (foreign direct investment) and labor (international migration). The course consists of 9 sessions (1h 30min each). On top of the standard course hours, 9 applied classes of 1h 30min each are dedicated to solve exercises. This course is on Moodle. **1** Stylized facts on Globalization (part 1) **2** Stylized facts on Globalization (part 2) **3** The Ricardian model of Trade (autarky equilibrium) **4** The Ricardian model of Trade (free trade equilibrium) **5** The Factor Content model of Trade (HOS model) **6** Economics of Scale and Product differentiation (part 1) **7** Economics of Scale and Product differentiation (part 2) **8** Foreign Direct Investment and Multinational firms **9** Obstacles to Trade and Trade Policy **Final Exam**

Compétences à acquérir :

The student will have a broad perspective of the models for international trade and globalization. This will allow a deep knowledge and understanding of the globalized world in which we live.

Pré-requis obligatoires

Basic microeconomics course is a prerequisite.

Mode de contrôle des connaissances :

The final note will be based on a mid-term and final exam. Class participation will also contribute to the calculation of the final note. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Krugman P., Obstfeld M., and Melitz M., (2008). International Economics: Theory and Policy. Pearson, 9th Ed. (any other edition of this textbook would be fine).

Gianluca Orefice is Professor at the University of Paris-Dauphine and research fellow at CESifo (Munich) and CEPII (Paris). He is also visiting professor at the University of Bergamo (Italy). Previously he was economist at CEPII (Centre d'Etudes Prospectives et d'Information Internationales) in Paris, consultant at the Economic Research and Statistics Division of the World Trade Organization (WTO), and research assistant at Centro Studi Luca D'Agliano. He holds a PhD in Economics from the University of Milan and a Master in Management, Economics and Industrial Engineering from Polytechnic of Milan. He was visiting student at the Universitè Catholique de Louvain. He has published on international trade and migration in several international professional journals, including the Journal of International Economics, European Economic Review, Journal of Comparative Economics, ILR Review, Regional Science and Urban Economics

and the Canadian Journal of Economics. He is member of the editorial board of International Economics (Elsevier).

Economics of Globalization

ECTS : 6

Enseignant responsable : Michail DIMOU

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

This course examines the key dimensions of economic globalization from both theoretical and empirical perspectives. It explores the internationalization of firms, global trade and financial flows, labor migration, and environmental challenges. It also addresses how globalization affects inequality, policy responses, and global governance. This course is on Moodle. **1** Introduction: a global economy **2** History of globalization **3** International economics - theory **4** International economics - empirical analysis **5** Global firms strategies **6** Migration - theory **7** Migration - empirical analysis **8** A theory of economic crises **9** A century of economic crises **10** Theories of economic inequality **11** Income inequalities: empirical analysis **12** **Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to:

- Explain the main theories of international trade and globalization;
- Analyze firms' internationalization strategies;
- Discuss the causes and consequences of global inequality;
- Evaluate migration and crisis dynamics in an interconnected world;
- Interpret major trends in global data and policy debates.

Pré-requis obligatoires

The course is open to students from a wide range of academic backgrounds, including economics, management, business administration, political science, mathematics, and sociology. As the course adopts a quantitative and analytical approach, participants are expected to have completed introductory courses in microeconomics and macroeconomics, or to demonstrate equivalent foundational knowledge in these areas.

Mode de contrôle des connaissances :

Group project and presentation (**50%**): Students work in teams on a globalization-related topic, submit a written report, and present their findings in class. Final exam (**50%**): Written exam covering both theoretical and empirical aspects. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10 out of 20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.

Bibliographie, lectures recommandées :

It is challenging to provide references for a course that examines various aspects of globalization. Interesting books are the following:

- J. D. Sachs, The Age of Globalization, 2020, Columbia University Press;
- P. Krugman, M. Obstfeld, International Economics, 2018, Pearson;
- T. Piketty, Capital in the XXIst century, 2014, Harvard University Press;
- P. Aghion and P. Howitt, Endogenous growth, 1997, MIT Press.

Michel Dimou is a Professor of Economics at the University of Toulon. His research focuses on urban and regional development, migration dynamics, and socioeconomic inequalities. He currently serves as the Honorary President of the

French-speaking section of the International Regional Science Association. He is also a member of the National Council of Universities (CNU) in Economics and of the French High Council for the Evaluation of Research and Higher Education (HCERES). Since 2018, Michel Dimou has been teaching the Economic Globalization course at Université Paris-Dauphine.

International Financial Institutions: Functioning, Evolution and Challenge

ECTS : 3

Enseignant responsable : Alain BIFANI

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

The purpose of the course is to introduce students to the International Financial Institutions (IFIs), starting with the Bretton Woods ones to the newest ones that are created in complementarity with them or on a competing track. The course will provide some background, together with practical examples of their operations, governance, decision-making processes, and internal dynamics. The course will also cover the evolutions that impacted the IFIs, and the consequences on their objectives and/or governance, and will touch on the necessity to reinvent multilateralism.The current challenges, in terms of representation, governance, quotas, competition, role definition, or financing means, will be explained through cases, role play, and article analyses. Key questions such as strategy development, recruitment processes, influence and role in geopolitics will be given a fair share in the course. Staff and board members will be invited to share their experience. This course isn't on Moodle. **1** The International Financial Institutions, History, Role. **2** The International Financial Institutions, Governance. **3** The International Financial Institutions, Challenges. **4** Role play: A Board Meeting. **5** Regional Institutions, Role, Influence, Positioning. **6** Political Dynamics around the IFIs. **7** Role Play Exam: group representation of policy discussion. **8** Governance-Related Reforms. **9** Present Challenges **10** Role Play: An IMF Board Meeting. **11** What future for the IFIs? **12 Final Exam**

Compétences à acquérir :

- Understanding the role, governance, and goals of the IFIs;
- Anticipating their possible evolution and their future goals;
- Being able to deal with them;
- Assessing the impact of geopolitics on each one of them.

Pré-requis obligatoires

Familiarization with the institutions. Case studies reading. Preparation of role play.

Mode de contrôle des connaissances :

- Participation (15%);
- Role play exam (35% grade);
- Final written exam (50% grade).

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. It is acceptable to use Generative Artificial Intelligence (GenAI) including tools like ChatGPT to find information, explore ideas, and better understand the course material. It would be inappropriate, however, to incorporate into your coursework text produced predominantly by AI or to rewrite a AI-generated draft. GenAI can produce false or misleading information and you are ultimately responsible for the accuracy of any work you submit. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- International Financial Institutions: A Global Perspective, by David T. Llewellyn and David A. Bessler;
- International Financial Institutions and Their Challenges, A Global Guide for Future Methods, by Felix I. Lessambo, Palgrave MacMillan, 2015;
- The International Monetary Fund: History, Principles and Policies, by Joseph E. Stiglitz and Andrew Charlton.

Alain Bifani was a consultant and a banker before becoming the deputy finance minister of Lebanon. In this capacity, he was the vis-à-vis of most IFIs, and sat at many of their boards. A fierce reformist facing the local political clans, he rebuilt the ministry's administration, introduced a big number of laws, and reconstructed Lebanon's financial accounts, and he finally resigned when his rescue plan was sabotaged and the country was left in a freefall. Since 2020, Alain has been active in private equity, fundraising, M&A, through SCPA Conseil, and nongovernmental activity through the Citizen Foundation that he founded. He is also the author of "Destructuration". Alain is a regular contributor in mainstream media. He is "Commandeur de l'Ordre du Cedre (Lebanon) and Chevalier de la Legion d'Honneur (France). Alain is a member of the Trilateral Commission. Alain holds a HEC "grande ecole" degree, and an engineering degree from Ecole Superieure d'Optique (today Institut d'Optique Graduate School). He studied maths and physics at Louis-le-Grand (classes preparatoires) and has a Leading Change and Organisational Renewal degree from Harvard Business School.

Labor Economics

ECTS : 6

Enseignant responsable : Peter EIBICH (https://sites.google.com/site/eibichpe/home)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

Labor Economics considers the demand for and the supply of labor as well as the functioning of labor markets. This course will offer a basic introduction to labor economics. We will cover determinants of the demand and supply, and how wages are determined by the interaction of demand and supply in labor markets. We will then examine how market frictions can lead to inefficiencies and how labor market policies can address these problems. We will also consider women's labor market participation, the impact ofmigration on labor markets, and we will discuss several recent issues, including wage inequalities and the impact of technological progress (e.g., automatization and digitalization). Throughout the course, we will draw on empirical trends and patterns observed in labor markets around the world to motivate the topics. We will examine theoretical models developed to explain these empirical observations, and we will discuss selected empirical studies that test hypotheses derived from these models. We will also consider challenges encountered in empirical labor economics and briefly cover methods and strategies that have been developed to address these challenges in modern empirical work. This course is on Moodle. **1** Labor supply: The basic leisure-consumption trade-off; women's labor supply **2** Labor supply: Household decisions, intertemporal labor supply, retirement**3** Labor demand: The basic model of labor demand **4** Labor demand: Equilibrium on the labor market and tax incidence**5** Human capital and signaling **6** Labor mobility: The human capital model of migration and migrants' labor market outcomes**7** Labor market frictions **8** Unemployment I: Frictional unemployment, job search and unemployment insurance**9** Unemployment II: Structural, cyclical and seasonal unemployment **10** Student presentations **11** Student presentations **12 Final Exam**

Compétences à acquérir :

By the end of the course, students will be able to:

- Explain the functioning of labor markets and the key mechanisms that drive them;
- Describe and apply the most important theoretical models in labor economics to reason about labor supply, labor demand, wages, and the impact of labor market policies;
- Identify and critically assess the main assumptions underlying these models and evaluate how well they hold in real-world contexts;
- Summarize and interpret recent empirical work in labor economics, recognizing the main challenges in empirical research and how these are addressed;
- Evaluate the extent to which empirical evidence supports or contradicts the theoretical models covered in the course;
- Read and critically analyze both theoretical and empirical research in labor economics.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

The examination consists of two parts:

- an in-class presentation of an empirical research paper (30% of the final grade);
- and a written exam at the end of the class (70% of the final grade).

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

The course will broadly build on material from the following textbooks:

- Pierre Cahuc, Stéphane Carcillo and André Zylberberg : Labor Economics, MIT Press (2014);
- Ronald G Ehrenberg, Robert Smith: Modern Labor Economics, Routledge (2025);
- George J Borjas: Labor Economics, McGraw Hill (2023).

Peter Eibich is a professor of economics at PSL Paris Dauphine University. He is an empirical health economist. His research focuses on the economics of ageing and retirement, as well as the economics of preventive care. He is also interested in family economics and applied econometrics, particularly instrumental variable methods. He has worked extensively with researchers in health sciences, social sciences and demography.

Markets and Strategies in Industrial Organizations

ECTS : 6

Enseignant responsable : Jerome MATHIS (https://www.jeromemathis.fr/aio)

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

The aim of the course is to provide a presentation of modern industrial organization that blends formal models with real-world applications and derives implications for firm strategy and competition policy. The main objective of this course is to provide a comprehensive exposition of strategies chosen by firms with market power, how such firms adapt to different market environments, and how antitrust authorities can change these environments to induce specific firms behaviors. This course is on Moodle. **1** Static Models of Oligopoly: Cournot vs Bertrand **2** Static Models of Oligopoly: Temporal dimension **3** Horizontal Differentiation **4** Vertical Differentiation **5** Tacit Collusion and Cartels **6** Asymmetric Information (Static competition, Communication, Limit pricing) **7** Competition and Investment **8** Welfare Standards in Competition Policy **9** Abuse of Dominant Position **10** Consumer Protection **11** Mergers and Acquisitions **12 Final Exam**

Compétences à acquérir :

Students will develop several learning outcomes, which, according to the subject covered in class, may include:

- Understanding Industry Structure: Student will be able to analyze and describe the different types of market structures, such as perfect competition, monopoly, monopolistic competition, and oligopoly. They will also understand how market structure affects firm behavior and outcomes;
- Market Power and Pricing: Student will be able to explain the concept of market power, and its implications for pricing and output decisions. They will also be able to analyze pricing strategies of firms in different market structures;
- Entry and Exit: Student will understand the barriers to entry and exit in various industries and how they affect market competition. They will be able to analyze the dynamics of firms entering or leaving markets;
- Product Differentiation: Student will learn about product differentiation, its role in market competition, and the strategies firms use to differentiate their products;
- Collusion and Cartels: Student will be familiar with the concept of collusion, its challenges, and the formation and

behavior of cartels. They will also understand the economic and legal implications of antitrust laws;
- Price Discrimination: Student will be able to explain different forms of price discrimination and their effects on consumer welfare, profits, and market efficiency;
- Game Theory and Oligopoly: Student will understand basic concepts of game theory and its application to strategic decision-making in oligopolistic markets;
- Horizontal and Vertical Integration: Student will be able to discuss horizontal and vertical integration strategies, their motivations, benefits, and potential drawbacks for firms;
- Regulation and Deregulation: Student will be familiar with regulatory policies in industries with natural monopolies and the economic effects of regulation and deregulation;
- Innovation and R&D: Student will learn how innovation and research and development (R&D) activities are influenced by market structure and competition. They will understand the incentives for firms to innovate in different market environments;
- Consumer Welfare and Market Efficiency: Student will be able to evaluate how different market structures affect consumer welfare, producer surplus, and overall market efficiency;
- Asymmetric Information: Student will comprehend the significance of asymmetric information in markets and its effects on firm behavior and outcomes. They will explore how adverse selection and moral hazard can distort market efficiency and impact strategic decision-making by firms.

Pré-requis obligatoires

Microeconomics 1; Game Theory. Students who do not meet these prerequisites should not register.

Mode de contrôle des connaissances :

Final Exam 100% The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- Paul Belleflamme and Martin Peitz (2015): "Industrial Organization: Markets and Strategies", Cambridge University Press;
- Jean Tirole (1988): "The Theory of Industrial Organization", MIT Press;
- Jérôme Mathis and Wilfried Sand-Zantman (2014): "Competition and Investment: What do we know from the literature?", IDEI Research Report, Toulouse School of Economics, pp.31;
- Jérôme Mathis and Wilfried Sand-Zantman (2015): "Welfare Standards in Competition Policy" , IDEI Research Report, Toulouse School of Economics, pp.25.

Jérôme MATHIS is professor of Economics and Finance at University Paris Dauphine-PSL. He holds a Master of Mathematics from the Ecole Polytechnique and the University of Pierre and Marie Curie (Paris VI), a Master of Economics from Panthéon-Sorbonne University (Paris I), a Ph.D. in Economics at University of Cergy-Pontoise, and passed the agrégation de l'enseignement supérieur en sciences économiques which conferred upon him the title of university professor. His first academic position was assistant professor at Toulouse School of Economics. Jérôme MATHIS received the prize "Young researcher in economics of the year" from the Fondation Banque de France (awarded by the governor of the French Central Bank). In 2022, his book "Combien vaut une vie?" ("How much is a human life worth?") was awarded the Turgot Jury Prize of the year, hand delivered by Jean-Claude TRICHET (ex-governor of the European Central Bank) at the French Ministry of Economy and Finance. His research focuses on the analysis of strategic behaviors in the context of incomplete information with applications to finance (regulation of financial markets), economics (theory) and political science (deliberation in committees). He frequently contributes economic analyses of current policy to Frenchnewspapers (Le Monde, Les Echos, L'Expansion, Libération, Le Figaro, La Tribune, Capital …). He is the author of the book, "La finance au coeur de nos vies" and eponymous blog which popularizes anddemystifies finance to the public at large.

Public Policies for Sustainable Development in Latin America and the Caribbean

ECTS : 3

Enseignant responsable : Olivia CUQ

Langue du cours : Français

Volume horaire : 18

Description du contenu de l'enseignement :

How can the Latin American (LAC) region move towards a sustainable development model? How can a multidimensional approach lead to more prosperity for the citizens of the region? What developing traps are holding back the regions development? What is the role of national and subnational institutions? The answers to these questions are closely linked and are part of the system response the LAC region needs to move towards a more sustainable development model. This course focuses on the challenges and opportunities of multidimensional development and how active policies to place citizen's well-being in the centre can help close the developing traps of the region. The sessions delve into specific topics in the field of sustainable development, including a macroeconomic analysis of the region; the multidimensionality of vulnerability; the role of reinforced institutions; the impact of climate change in the region; the challenges and opportunities of place-based solutions; and the crucial role of the labour market. The course draws on academic literature, but also on policy reports and specific case studies from developing economies. The intention is to combine rigorous empirical analysis with policy-oriented training, so students are not only able to evaluate qualitative and quantitative evidence on regional development topics, but also use this evidence to navigate existing institutional constraints and promote concrete policies. More than just a review of the existing literature and evidence, students will be asked to apply the findings in a regional/place-based context through individual and group assignments. The course isn't on Moodle. **1 1. Context and useful definitions (1 class)**

- Development in Transition: A multi-dimensional and systemic approach to measure development with a special focus on wellbeing;
- The place-based approach to policy analysis;
- Measuring social vulnerability with a household approach.

2. Development traps (5 classes) 2 Macroeconomic context **3** Social vulnerability **4** Fragile Institutions **5** Climate change **6** Place based challenges **3. Policy responses (5 classes) 7** Economic development policies **8** Social protection **9** A green transition based in low emissions and citizen's wellbeing **10** Labour market policy in a context of high informality **11** Strengthening institutions for a better good governance **12 Final Assessment Exam**

Compétences à acquérir :

At the end of the course, the students will have achieved:

- A solid overview of the theoretical literature and policy approaches on i) the major drivers behind sustainable development, ii) labour markets and poverty, iii) the well-being and development in transition approach, and iv) the political outcomes of bad (and good) development strategies;
- Exposure to case studies from developing economies on policies related to the topics highlighted above;
- The ability to critically evaluate qualitative and quantitative evidence on sustainable development topics from both academic and policy sources;
- The ability to analyse existing public policies in the field of sustainable development and to produce their own policy recommendations.

Pré-requis obligatoires

Previous knowledge of Latin American history and recent socio-political events in the region. Ability to read and comprehend complex texts in English.

Mode de contrôle des connaissances :

Group assignment (2-3 students):

- (1) Students are divided into four country groups and are expected to deliver weekly PPT and oral presentations highlighting each country's key challenges and opportunities related to the development issue analysed that week (40%);

Final Individual assignment:

- (2) Hand-written and in-person essay (1 000 words) on a question chosen by the student from a list of three on a contemporary development challenge in a Latin American country (60%).

The numerical grade distribution will dictate the final grade. The passing grade for this course is 10/20.
Attendance Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

Olivia Cuq has over 14 years of experience in public policy for developing countries. She is the co-coordinator of the Latin American Economic Outlook, OECD's flagship on Latin America and the Caribbean and specialises in sustainable development. Prior to these assignments, Olivia worked for the Government of Argentina, both at the local and international level. She holds an MPP from Sciences Po and Universidad Austral, a specialisation on international cooperation from the University of Rome La Sapienza and one on political communication from FLACSO, and a 5-year bachelor on Political Science.