Année universitaire 2026/2027

Research In Management - 1st year of master's degree

Responsables pédagogiques :

- CELINE **BAUD** - https://dauphine.psl.eu/recherche/cvtheque/baud-celine
- DINA **RASOLOFOARISON** - https://dauphine.psl.eu/recherche/cvtheque/rasolofoarison-dina

Crédits ECTS : 60

LES OBJECTIFS DE LA FORMATION

The 1st year, taught in English, covers the fundamentals of management (marketing, organization theory, human resources, strategy, innovation, accounting, information systems). Specific seminars are also devoted to research design, methods and issues, serving as a steppingstone towards research in management. In the 2nd year, students join one of the 7 specialized master's tracks affiliated with the program for a dual master's degree enrollment.

Program objectives :

- Develop a deep understanding of the fundamentals in management.
- Study and practice basic principles of research design that will include the formulation of research problems and the evaluation of alternative approaches to research.
- Be accultured to research as a practice and participate to existing research projects.
- Build a critical understanding of contemporary issues for management.
- Develop your own research project and a professional pathway.

MODALITÉS D'ENSEIGNEMENT

The first year of the program brings together academically talented students from multiple countries seeking multidisciplinary training of excellence in management and a professional pathway built on research competencies. It provides rigorous training covering most of the fundamentals of management science (marketing, organization theory, human resources, strategy, accounting, innovation, information systems). Specific courses are also devoted to research design, methods, and issues. Most courses follow a seminar format based on readings and discussions. They are fully taught in English by internationally recognized researchers. The small class size (maximum of 15 participants) in the first-year fosters exchanges and ensures personalized guidance for students and their projects. From the first year, students conduct an individual research project and write a thesis. The research seminars ("Research in Management" and "Current and New Issues in Management") are led by members of Dauphine Recherches en Management (DRM), one of France's largest and most prestigious management science research centers. These seminars provide students with the opportunity to study and discuss with scholars from several research teams: Marketing (ERMES); Management and Regulation (M&R); Critical Management Studies (MOST); and Innovation and Strategy (M-Lab). Furthermore, the fundamental courses expose students to the various specializations offered in the second year, helping them plan their academic pathway effectively. This is a full-time, intensive training year (September to June). Depending on individual student projects, research or organizational internships may be arranged, usually starting at the end of April. A gap year with an internship may also be scheduled at the end of the first year. Since the second-year specializations are often at least partially taught in French, students who are not fluent in French should plan to use the first year, in addition to the French as a Foreign Language courses offered by the program, to achieve the level of French required by their chosen specializations.

PROGRAMME DE LA FORMATION

- Semestre 1
  - Enseignements obligatoires

        - Business basics in cultural and creative industries
        - Strategic management (anglais)
        - Research in management
        - Foreign language
        - Tutored projects
        - Management basics complement
        - Management accounting
        - Organizational Theory
        - Marketing
        - Management research methodology
        - Human Resources Management
        - Management of information Systems
- Semestre 2
    - Enseignements obligatoires
        - Institutional integrity
        - Master thesis
        - Management control
        - Research Design workshop
        - Current and new issues in management
        - PSL Week 2
        - Innovation

DESCRIPTION DE CHAQUE ENSEIGNEMENT

SEMESTRE 1

Enseignements obligatoires

Business basics in cultural and creative industries

ECTS : 3

Enseignant responsable : ANTOINE **BLANC** (https://dauphine.psl.eu/recherche/cvtheque/blanc-antoine)

Langue du cours : Anglais

Coefficient : 1

Strategic management (anglais)

ECTS : 3

Enseignant responsable : ALBERIC **TELLIER** (https://dauphine.psl.eu/recherche/cvtheque/tellier-alberic)

Langue du cours : Anglais

Description du contenu de l'enseignement :

The course includes 10 sessions of 3 hours, organized toward 3 key challenges that strategists face. Each session addresses one specific issue. Two "intermediary" sessions allow students to present the progress of their projects.

- **S1. Introduction: strategic management, past and current issues.**This session traces the main evolutions of strategy as a discipline, and highlights the major issues currently facing organizations (which structure the three parts of the course), particularly those linked to digital transformation and social and environmental challenges. This session also presents the methodological elements needed to carry out the case studies and the group project.

> PART 1: RETHINKING VALUE CREATION

- **S2. Why and how to rethink a company's business model?**This session presents various conceptions of the business model as tools to define new value creation mechanisms, and introduces the challenges related to business model innovation.

- **S3. Under what conditions can an innovation create a market disruption?**This session addresses "breakthrough strategies", by analyzing how an innovation (product, process, business model, etc.) can not only destabilize the rules of the game of a market ("disruption"), but also generate a new market ("blue ocean").

- **S4. How do platforms change the way value is created?** This session discusses platforms as a new organizational model to challenge established firms in a sector and to propose new business models. The success factors of platforms are discussed.

- **S5. Intermediate synthesis:** presentation of group projects.

> PART 2: INFLUENCING AND INTERACTING WITH THE ENVIRONMENT'S ACTORS

- **S6. Competition or cooperation: why and how to structure a business ecosystem?**This session looks at the limitations of traditional tools for representing firms' environments and the contribution of the notion of business ecosystems. The new forms and dynamics of competition based on cooperation with networks of actors, including competitors, to form these business ecosystems are also discussed.

- **S7. How can a firm shape the institutional context to its own advantage?**This session shows how the institutional environment (State, regulation, etc.) conditions a firm's strategy, but also how a firm can influence this environment to its advantage ("non-market strategies" such as lobbying, etc.).

- **S8. Intermediate synthesis:** presentation of group projects.

> PART 3: LegitimiZing STRATEGY

- **S9. Governance: how to align strategy with stakeholders' expectations?**This session analyses how the legal form of an organization partly determines its strategic choices, and discusses the main governance mechanisms for aligning the strategy with the challenges of the organization's stakeholders.

- **S10. How to think about strategy in the era of major social and environmental challenges?** This session addresses the social and environmental issues that now underpin the definition, planning and implementation of strategy, as well as its legitimization by stakeholders.

Compétences à acquérir :

The objective of the strategic management course is to provide keys to understanding and analyzing these strategic situations. At the end of this course, the student will be able to:

- **Know and understand the main strategic issues** that companies are currently facing;

- **Master essential theoretical concepts** to shed light on these issues and mobilize them as a framework for analysis;

- **Elaborate a structured and reflexive analysis** of a company's strategic situation.

Pré-requis obligatoires

None

Pré-requis recommandés

Basic knowledge of business strategy

Mode de contrôle des connaissances :

The course's' evaluation is structured as follows:

1. Continuous assessment (50%)

· Group project (40%) (collective work) : Strategic report on a company case, analyzed through one of the course topics (30 pages max.)

· Each group of students must analyze a company of their choice from the point of view of the social and environmental problems or issues it faces. The proposed analysis must be based on at least one course theme. In sessions 5 and 8, oral presentation (15 minutes), in groups of 4-5 students, to discuss progress and problems encountered.

· Case study (10%) (individual) : On the basis of a press corpus, students must analyze the strategic situation of a company by formulating a problem linked to at least one theme of the course. They must then respond to this problem with a structured, well-argued analysis, and conclude with recommendations.

· Classroom participation (facultative) : (bonus/malus on the individual grade, optional, depending on the teacher's choice) : Participation is evaluated according to the modalities indicated by the teacher, which may be: presentation of a press review, contribution to classroom discussions, attendance…

2. Final exam (50%)

· Case study : Individual exam (3h): Same instructions as those of the case study in continuous assessment (the case studies proposed in continuous assessment allow for practice).

Coefficient : 1

Bibliographie, lectures recommandées :

JOHNSON G., SCHOLES K., WHITTINGTON R., ANGWIN D., REGNER P.**Exploring Corporate Strategy**, Pearson, 13th edition, 2023.

CUSUMANO M.A., GAWER, A., YOFFIE B., **The business of platforms: Strategy in the age of digital competition, innovation, and power**, Harper Business, 2019.

ADNER R., **The wide lens: A new strategy for innovation**, Penguin, 2012.

Research in management

ECTS : 3

Enseignant responsable : DINA **RASOLOFOARISON** (https://dauphine.psl.eu/recherche/cvtheque/rasolofoarison-dina)

Langue du cours : Anglais

Description du contenu de l'enseignement :

Ce cours a pour objectif de familiariser les participant.es à la recherche en management. Pour ce faire, six enseignant.e-chercheur.es du laboratoire Dauphine Recherche en Management viendront présenter leur parcours académique ainsi que leurs travaux de recherche.

Compétences à acquérir :

Cartographier les différents champs et disciplines de la recherche en management

Mode de contrôle des connaissances :

Participation

Foreign language

Langue du cours : Français

Description du contenu de l'enseignement :

Learn the French language through grammar, vocabulary, morphosyntax, and the development of oral and written skills

Compétences à acquérir :

- Improve your level of proficiency in 4 basic areas: reading comprehension, listening comprehension, speaking and writing.
- Discover different aspects of French culture and society. Learn about and social codes, practices and customs to make it easier to navigate your life here and take full advantage of what the university and the city have to offer.
- Learn how to communicate in a variety of everyday situations: shopping, restaurants, museums, theaters, ordering a taxi, taking the train, meeting people etc.

Mode de contrôle des connaissances :

There is a final exam, and you receive a certificate of attendance with your grade

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Tutored projects

ECTS : 3

Enseignant responsable : MARIE **BALLARINI** (https://dauphine.psl.eu/recherche/cvtheque/ballarini-marie)

Langue du cours : Anglais

Description du contenu de l'enseignement :

Ce projet tutoré vise à accompagner les étudiant·es dans la**conception et la mise en œuvre d'une stratégie de communication** pour valoriser leur Master et renforcer sa visibilité auprès de trois publics :

- futurs candidats,
- acteurs académiques et professionnels,
- communauté interne de l'université.

Au cours du semestre, les étudiant·es apprendront à**créer, planifier et diffuser des contenus** (LinkedIn, vidéos, interviews, infolettres…), à organiser une **conférence ou un événement digital**, et à gérer une communication cohérente et professionnelle.

Compétences à acquérir :

À l'issue du module, les étudiant·es seront capables de :

COMPÉTENCES EN COMMUNICATION

- Élaborer une **stratégie de communication multicanale** adaptée à un public cible.
- Gérer un compte LinkedIn collectif (Master) : ligne éditoriale, publication, analytics.
- Produire des contenus numériques de niveau professionnel :
    - vidéos d'information,
    - interviews,
    - visuels,

- articles courts.

COMPÉTENCES ORGANISATIONNELLES

- Concevoir et organiser une **conférence**, un **webinar**, ou une **capsule vidéo thématique**.
- Gérer un planning éditorial et répartir les rôles au sein d'une équipe.

COMPÉTENCES TRANSVERSALES

- Travailler en groupe de manière autonome et agile.
- Faire une communication claire, crédible et adaptée à un cadre institutionnel.
- Présenter un projet et justifier ses choix stratégiques.

Coefficient : 1

Management basics complement

Langue du cours : Anglais

Description du contenu de l'enseignement :

These six hours combine individual guidance and group discussions to help students understand the academic pathways, concepts, and key issues related to training in management through and for research.

Compétences à acquérir :

Understanding academic and research pathways in management

Identifying and planning the steps required to achieve academic and professional goals

Ability to actively contribute to group dynamics

Mode de contrôle des connaissances :

Attendance and participation

Management accounting

ECTS : 3

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

Langue du cours : Anglais

Description du contenu de l'enseignement :

The course aims to provide students with an understanding of the role played by accounting, accountants and auditors in our economic system. It provides:

- an introduction to accounting and auditing: principles, issues and practices.

- and an introduction to research perspectives and controversies in the accounting and auditing fields.

It does not require any prior knowledge of accounting or management control but requires an interest in research and theoretical thinking as student will be asked to read, comment, debate and write research-based materials.

Compétences à acquérir :

- General knowledge of accounting and auditing: principles, issues and practices.

- Research methods

- Critical thinking

Pré-requis obligatoires

The course does not require any prior knowledge of accounting or management control but requires an interest in research and theoretical thinking as student will be asked to read, comment, debate and write research-based materials.

Pré-requis recommandés

The course does not require any prior knowledge of accounting or management control but requires an interest in research and theoretical thinking as student will be asked to read, comment, debate and write research-based materials.

Mode de contrôle des connaissances :

Continuous assessment: Active participation in class discussions (30%)

Final assessment: Research proposal (70%)

Coefficient : 1

Organizational Theory

ECTS : 3

Enseignant responsable : ISABELLE **BOUTY** (https://dauphine.psl.eu/recherche/cvtheque/bouty-isabelle)

Langue du cours : Anglais

Description du contenu de l'enseignement :

The course provides students with a first introduction to research in Organization Theory and to some of its current topics and issues. It aims at enabling them to develop a more sensitive reading of organisations, organisational phenomena, and discourses around them.

In addition to knowledge related to the theory of organizations and the major themes associated with them, such as rational approaches to organisational design, contingency theory, organizational culture, or some organisational internal processes such as organizational decision processes, this course enables students to develop a capacity for analysis of contemporary organizational phenomena that is sensitive to its underlying assumptions (particularly epistemological). Students will also be introduced to the reading of scientific articles.

Compétences à acquérir :

Understanding key concepts and theories in Organization Theory

Ability to read and interpret scientific articles in management and organizational studies

Coefficient : 1

Marketing

ECTS : 3

Enseignant responsable : DINA **RASOLOFOARISON** (https://dauphine.psl.eu/recherche/cvtheque/rasolofoarison-dina)

Langue du cours : Anglais

Description du contenu de l'enseignement :

Seminars will be organized in eight 3-hour blocks. Seven of them will be devoted to a specific topic. From session 3 to session 7, two papers will be assigned as essential reading for each topic. Students are expected to come fully prepared, after having carefully read the papers. This preparation is extremely important as most of the three learning outcomes can only be achieved through a very active participation in the discussion of the different research papers.

For each paper, students are asked to bring a one page summary, which should focus on these aspects:

• What are the main objectives of the paper?

• What are the main theoretical concepts or frameworks being used?

• What method was used to answer the research questions?

• What are the key findings?

• Find two possible research ideas to extend this research.

The summaries should be uploaded on Teams at least two days before the corresponding session begins. This way, the students and the course instructor will be able to read the necessary material and provide some timely feedback. Everyone will be required to contribute to the class discussion actively.

Compétences à acquérir :

This course aims at giving a general overview of the Marketing field, developing its main concepts, methodologies and practices. The main objectives are

1. To familiarize students with the key theoretical perspectives in marketing.
2. To enable students to critically examine the theory and related empirical work.
3. To facilitate students' generation of ideas that could lead to research studies.

At the end of the module, students should be able

1. To summarise key theoretical perspectives in marketing.
2. To demonstrate analytical and critical thinking skills.
3. To generate relevant and interesting research ideas.

The objectives will be achieved when you actively engage with the literature and constructively criticize the articles. This should equip you with the skills to come up with ideas that have the potential to be developed into a piece of sound research.

Mode de contrôle des connaissances :

The module will be assessed via

(a) A **class participation** mark based on the summaries' quality and on the participation level in the seminars. (50%)

(b) A **presentation of a research proposal** on a chosen topic. The research proposal should be structured like a typical academic article, including an introduction/positioning, literature review, and methodology. The presentation will not require an empirical research, but will require a detailed research design. (50%)

Coefficient : 1

Management research methodology

ECTS : 3

Enseignant responsable : DINA **RASOLOFOARISON** (https://dauphine.psl.eu/recherche/cvtheque/rasolofoarison-dina)

Langue du cours : Anglais

Description du contenu de l'enseignement :

The course will consist of theoretical lectures enriched with in-class discussions based on exercises and analysis of appropriate research examples. Students will also take part in group activities during workshops. These workshops will help students putting ideas explored in the lectures into practice.

Compétences à acquérir :

The seminar is designed to introduce students to principles and fundamental tools of research methods most frequently used in management. We will present a range of critical topics including epistemology, research design, interviews, ethnography, survey research and experimental design.

Mode de contrôle des connaissances :

The evaluation will be based on:

- an individual research proposal at the end of the seminar (80%),

- and on group activities during class and active participation (20%).

Coefficient : 1

Human Resources Management

ECTS : 3

Enseignant responsable : LAURENT **TASKIN**

Langue du cours : Anglais

Coefficient : 1

Management of information Systems

ECTS : 3

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

Langue du cours : Anglais

Coefficient : 1

SEMESTRE 2

Enseignements obligatoires

Institutional integrity

ECTS : 3

Enseignant responsable : CEDRIC **BOURGEOIS**

Langue du cours : Anglais

Description du contenu de l'enseignement :

Managing integrity risks beyond compliance:

- Legal risks
- Institutional Integrity: corporate functions and processes
- Informal and formal resolution of incidents
- Criminal law vs. disciplinary matters
- Professional services
- Typology of risks
- Value chain of integrity processes
- Specifics of Financial Statement Fraud

Addressing risks through soft law

- From Sutherland, 1949, to Yates, 2015.
- Procedural framework
- Investigation Policy: UNESCO Guidelines
- Protection against retaliation
- Introduction to interviewing skills
- Data Privacy Principles
- Racism in organizations

Internal Control vs. fraud & corruption

- Fraud Triangle (D. Cressey, 1953)
- ACFE typology
- Fraud schemes
- Prevention
- Fraud cases
- Moral and Sexual Harassment
- Example of corporate policy: anti-harassment

Compétences à acquérir :

This course will look into organizational processes meant to address integrity risks, may they be related to fraud, corruption, or workplace misconduct. Properly addressing them is a key expectation of stakeholders who hold managers accountable for mainting institutional integrity, setting the right tone and maintaining the reputation of their organization.

Students will learn

- How to identify key intergrity issues of multinational organizations;
- To act on the levies of organizations to mitigate risks and create a value proposition;
- Link internal processes with legal risks and perception by stake holders;
- Control processes to prevent social risks.

Pré-requis obligatoires

Reading a set of documents (approx. 1 hour)

Mode de contrôle des connaissances :

In-class presentation and supporting document in an agreed format (verbatim, slides, research, video, ...)

Coefficient : 1

Master thesis

ECTS : 6

Langue du cours : Anglais

Description du contenu de l'enseignement :

Students are accompanied throughout the year by their thesis supervisor as well as through their active participation to the Research Design workshop.

Compétences à acquérir :

The objective of the master's thesis is to develop the ability to conduct an academic research in the area of Management. Through the thesis work, students are trained to plan, conduct, and present a thorough scientific work allowing them to develop an in-depth understanding of the academic research process including the use of theory, methodologies, empirical data, and analysis.

Mode de contrôle des connaissances :

A master thesis report and a viva

Coefficient : 2

Management control

ECTS : 3

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

Langue du cours : Anglais

Description du contenu de l'enseignement :

The course presents the tools and theories of management control and performance measurement (budgets, dashboards, etc.) in public and private organizations. It aims to train future researchers and professionals who are aware of the necessity to adapt management control techniques to the specificities of organizations, and who are able to discuss the design of specific control systems and to reflect on their social, financial and environmental outcomes.

The course is organised in three modules:

- a general introduction to management **control and performance measurement tools and theories** (6 hours),
- a specific focus on **control in the public sector** (6 hours),
- and a discussion on **social and environmental control** and reporting tools (6 hours).

This course is committed to **teaching through research** and is based on research presentations and discussions.

Compétences à acquérir :

Understanding the main challenges of public, financial, social and environmental control and how these issues can be studied and better understood.

Being able to understand, synthesize and discuss scientific research.

Pré-requis recommandés

- The course does not require any prior knowledge of accounting or management control but requires an interest for those subjects as well as an interest in research and theoretical thinking as student will be asked to read, comment, debate and write research-based materials.
- Small class size facilitates interaction between faculty and students but requires a high level of commitment from students.

Mode de contrôle des connaissances :

- Continuous assessment : 30%.

- Final assignment (essay) : 70 %

Coefficient : 1

Research Design workshop

ECTS : 3

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

Langue du cours : Anglais

Description du contenu de l'enseignement :

Experiment with management studies by benefiting from an academic support throughout the different stages involved in the design of your research project.

Compétences à acquérir :

S1: Designing a research project in management studies

S2: Identifying a supervisor and drafting your project

S3: Framing the issue

S4: Writing a state of the art

S5: Writing a fieldwork diary

S6: Presenting your research design

Mode de contrôle des connaissances :

50% continuous assessment: 2 intermediate deliverables (deadlines: S3 & S5)

50% terminal examination: oral presentation of the research design (deadline: S6)

Coefficient : 1

Bibliographie, lectures recommandées :

Belfrage C.A. and Hauf F. (2015), « Operationalizing Cultural Political Economy: Towards Critical Grounded Theory », Journal of Organizational Ethnography, 4, 3, 324-340.

Charmaz K. (2014), Constructing Grounded Theory, 2nd Edition, Sage.

Corbin J. and Strauss A. (2008), Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory, 3rd Edition, Sage.

Current and new issues in management

ECTS : 9

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

Langue du cours : Anglais

Description du contenu de l'enseignement :

This series of 18 seminars, given by internationally recognized academic researchers, allows students to become familiar with the latest developments in management research (new topics, concepts, and research methods) and to engage directly with researchers about their work. The diversity of the topics and methods covered provides a large overview of the spectrum of management research, and the variety of speakers enables students to directly connect with academic researchers working on subjects of interest to them.

Compétences à acquérir :

Understand research approaches;

Know the key topics and concepts of contemporary management research;

Interact in a research environment.

Mode de contrôle des connaissances :

Active presence and participation in discussions.

PSL Week 2

ECTS : 3

Langue du cours : Français et anglais

Description du contenu de l'enseignement :

Students can choose from **more than 130 courses** in subjects as diverse as physics, economics, biology, chemistry, computer science, data science, AI, humanities, history, art, etc.

Compétences à acquérir :

The **PSL Weeks** program allows Masters students to study for one week in March at any PSL institution of their choice (e.g., Mines Paris, ESPCI, Chimie Paris, Dauphine, ENS, etc.), allowing them to **explore topics outside their main field of study**.

Mode de contrôle des connaissances :

Depending on the PSL Week

Innovation

ECTS : 3

Enseignant responsable : MARINE **AGOGUE**

Langue du cours : Anglais

Coefficient : 1