



craft your
future



Master in Management 2nd Year Autumn 2023 – Lyon Campus Exchange students

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*Ce document donne une présentation non contractuelle des spécialisations et des MSc.
Des ajustements académiques et pédagogiques sont susceptibles de faire évoluer les enseignements.*

The contents of this document are liable to changes, and adjustments could be made due to academic reasons.

AVAILABLE CHOICES – CHOIX POSSIBLES

Next September, you will begin your exchange semester in BSB.

You can choose to attend courses in:

- one specialisation of our Master in Management 2nd Year Programme,
- or the 1st semester of one Master of Science.

Due to timetable, you cannot mix several specialisations.

En septembre prochain, vous commencerez votre semestre en échange à BSB.

Vous pouvez donc choisir de suivre soit :

- une spécialisation de Master 2,
- ou le 1^{er} semestre de cours d'un Master of Science.

Pour des raisons d'emploi du temps, vous ne pouvez pas choisir des cours dans plusieurs spécialisations à la fois.

INFORMATIONS IMPORTANTES – IMPORTANT INFORMATION

- You are required to take all the modules of the specialisation or the MSc chosen.
Vous devez suivre l'ensemble des modules de la spécialisation ou du MSc choisi.
- Admission in a specialisation or MSc is subject to academic performance and interview.
L'admission dans une spécialisation ou un MSc peut être soumise à des critères académiques, ou le cas échéant à un entretien de motivation.
- For **MSc and specialisation taught in English**, you must have a minimum of 750 TOEIC grade (or 6.0 IELTS). Pour les MSc et les spécialisations enseignés en anglais, un score minimum de 750 au TOEIC (ou 6.0 à l'IELTS) est nécessaire afin de pouvoir suivre les cours.
- Pour les spécialisations enseignées en français, un très bon niveau en français est nécessaire pour les étudiants non francophones. A high level of French language is required for those wishing to take specialisations taught in French.

Nous vous souhaitons une excellente lecture,

Yours sincerely,

Sophie RAIMBAULT

Directrice de programme - Program Director

Camille PELLETIER

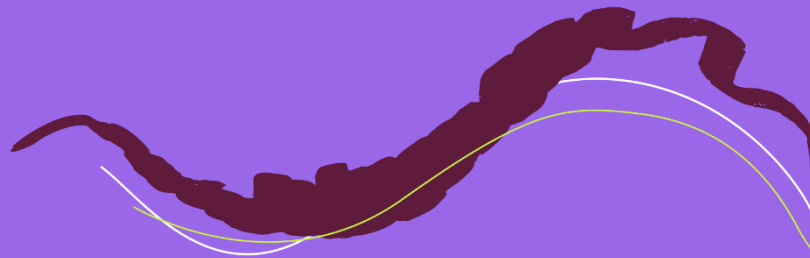
Directrice des Études - Director of Studies

DIGITAL MANAGEMENT

DIGITAL MANAGEMENT DEPARTMENT



CAMPUS DE LYON



SPECIALISATION EN FRANÇAIS :

- Marketing Digital (MD)

MSC TAUGHT IN ENGLISH:

- MSc Artificial Intelligence and Digital Tech Management (MSc AIDTM)
- MSc in Green Tech and Sustainable Societies (MSc GTSS)

Spécialisation Marketing Digital (MD)

Responsable de la Spécialisation :	Aurore GALVES ORJOL	Email : aurore.galves-orjol@bsb-education.com
Département :	<i>Digital Management</i>	
Nombre de places maximum :	5	

Important - Structure :

Cette spécialisation est enseignée de **mi-septembre à fin janvier**.

Présentation et objectifs :

Les métiers du marketing deviennent de plus en plus digitalisés, les managers dans cette fonction sont progressivement amenés à maîtriser les outils modernes qui automatisent certains processus de relations clients, exploitent les données (big data) pour améliorer l'expérience client, augmenter les revenus de l'entreprise et optimiser le suivi du parcours client en B2C ou B2B, offline ou online. La maîtrise de ces outils passe par une formation poussée des techniques qui permettront aux diplômés d'intégrer rapidement un poste en marketing digital avec un bagage de compétences immédiatement valorisables. Le programme intègre aussi des compétences managériales qui permettent aux diplômés d'être à l'avant-poste des nouvelles pratiques digitales dans le marketing qui augmentent l'efficacité des outils existants et ainsi d'acquérir une vision stratégique à 360° du rôle du manager marketing que ce soit dans une startup très digitalisée ou une entreprise qui amorce sa transformation digitale. Les futurs diplômés auront un bagage très équilibré entre compétences techniques et managériales pour évoluer sur tous les postes du marketing dans un environnement digitalisé.

Carrières :

- Directeur marketing
- Directeur de la communication
- Responsable e-marketing / e-commerce
- CDO (Chief Digital Officer)
- Chef de projet digital (web, e-commerce, mobile)
- Social Media Manager
- Consultant eBusiness
- Consultant SEO/SEA
- E-reputation Manager
- Chef de produit
- Content Manager
- Médiaplanner digital
- Consultant en stratégie digital
- Growth hacker
- Traffic Manager

Objectifs d'apprentissage :

- Analyser l'environnement du marketing digital pour déceler les opportunités
- Segmenter l'audience, modéliser les cibles et personnaliser la relation client
- Définir une stratégie digitale innovante et fixer des objectifs cohérents
- Mesurer les performances digitales grâce au suivi des indicateurs
- Différencier les canaux digitaux et adapter des stratégies spécifiques
- Exploiter les canaux digitaux communiquer, prospecter, vendre, fidéliser
- Identifier les bonnes pratiques en termes de design d'expériences utilisateurs
- Optimiser le parcours utilisateur en ligne et proposer des gamifications

Instructeurs : Professeurs permanents et intervenants extérieurs

Méthode d'enseignement :

Cette spécialisation sera basée principalement sur des méthodes orientées vers pratiques et l'acquisition de compétences opérationnelles dès la fin du programme afin que les diplômés puissent intégrer les postes en marketing digital avec un bagage valorisable rapidement

CURRICULUM

Module de cours	Nombre d'heures	Objectifs d'apprentissage
Stratégie et environnement du marketing digital Crédits ECTS : 3	30h	Analyses de marchés, détecter des opportunités du marketing digital, repérer les points de vigilance, acteurs, services et innovations du marketing digital, facteurs clés de succès, transformation et de conduite du changement, plan d'actions. Droit numérique, RGPD et éthique digitale. - Comment intégrer et déployer une stratégie de marketing digital ?
Management de la Relation Client et approche customer-centric Crédits ECTS : 3	30h	Segmentation des audiences, clustering, modélisation des profils clients, gestion des CRM, interprétation des datas, approche customer-centric, personnalisation et marketing digital one-to-one, l'optimisation du service client (chatbot...), Peer-to-peer marketing. - Comment exploiter les data pour cibler ses clients de façon personnalisée ?
Stratégies de distribution online et offline Crédits ECTS : 3	30h	Management des canaux de distribution, optimisation de la supply chain, stratégie phygitale (click and collect, brick and mortar, web-to-store), l'impact de l'internet des objets, la mass-customization, la dématérialisation du circuit de vente. - Comment optimiser sa distribution à l'ère de la transformation digitale ?
Stratégies de communication et gestion des media sociaux Crédits ECTS : 4	42h	Stratégie éditoriale, contenu de marque, supports et formats digitaux, canaux de communication en ligne, leviers d'acquisition, stratégie d'influence marketing, community management, stratégie de marketing virale, growth hacking (earn media) et online advertising (SEA, paid media) - Comment exploiter la puissance d'internet pour promouvoir ses offres ?
Management des ventes sur les plateformes digitales Crédits ECTS : 3	30h	Inbound marketing, génération de leads, transformation d'audience, tunnel de conversion, stratégie de conversion, suivi d'indicateur, piloter les performances. Vendre en ligne et vendre sur les plateformes e-commerce et m-commerce, transformation du service après-vente (plateformes UGC) - Comment adapter ses stratégies de vente et de fidélisation en ligne ?
Marketing analytique et Data-management Crédits ECTS : 3	30h	Paramétrage des outils d'analyse, structure des données, interpréter les datas remontées, visualisation des données, tableaux de bords, outils décisionnels, monitoring des indicateurs, data-marketing - Comment générer et interpréter les datas pour piloter la performance ?
Design de l'expérience client sur les plateformes digitales (Ux / Ui) et Gamification	30h	Outils de création d'interfaces digitales, conception graphique, ergonomie, optimisations des parcours utilisateurs. Certification Google Analytics

Crédits ECTS : 3		<ul style="list-style-type: none"> - Comment concevoir une plateforme digitale ? Stratégies d'engagement des utilisateurs, design d'incentives, stratégie de fidélisation, les différents leviers de motivation, le marketing de récompenses, marketing automation. - Comment rendre un utilisateur actif et captif sur une plateforme digitale ?
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MSc Artificial Intelligence and Digital Technology Management (MSc AIDTM)

Specialisation's Manager:	Fortuna CASORIA Helmi ISSA	Email : fortuna.casoria@bsb-education.com Email : helmi.issa@bsb-education.com
Department:	<i>Digital Management</i>	
Maximum number of places:	4	

Admission requirements:

- English language certificate (for non-native speakers): TOEIC (750), IELTS (6.0), Duolingo (95)

Admission process:

- Please send your résumé and covering letter to the Heads of Programme

Structure: This MSc will take place on the LYON campus.

Presentation and objectives:

The advent of the information society has put greater emphasis on the importance of data as valuable sources of information for organizations to transform and grow in digitalizing environments. The increasing amount of data and the rapidly advancing digital technologies are creating unprecedented opportunities for companies to become more agile, adaptable, and proactive in meeting their customers' needs and preferences. However, future managers in such digitalizing environments are also expected to be well acquainted with emerging technologies and to acquire the fundamental skills for managing digital technologies in order to support the transformation or the competitive goals of their company.

This program is one of the very first programs worldwide to be specialized in artificial intelligence and digital technology for business managers. Artificial intelligence is already extensively used in many areas of businesses (autonomous robots in warehouses, logistics and supply chain, business analytics, credit scoring, marketing analytics, etc.) and the private life (autonomous vehicles, resource matching, recommendation systems, facial recognition, etc.), and it is growing at a solid pace to become a general-purpose technology that will affect all areas of our societies. Therefore, it is critical that future graduates master this technology and its associated implications for businesses and societies. This program builds on artificial intelligence as a backbone for all courses but also trains students in major areas of digital technology management. Future graduates will have an ideal balance of soft- and hard-skills to tackle all the major challenges related to the digitization of a company. Consequently, this program is an ideal fit for students who wish to pursue career in a highly digitalized environment, but it is also suitable to students who wish to hold a competitive edge in a traditional business sector undergoing digitization.

Career opportunities:

- Business founder
- Digital manager
- Digital marketer
- Chief digital officer
- Digital business development manager
- Digital innovation manager
- Digital product manager
- Consultant in digital transformation
- Analytics experts

Learning outcomes:

The skills students will acquire are listed below:

- To be able to apply the techniques of creative and innovative activities in new product/service development
- To be able to use simple analytics tool (Google analytics) to interpret data for business purposes
- To understand the impact of digitization processes on societies and the world

- To understand the fundamentals of artificial intelligence technologies and how they impact organizations
- To understand the major technologies (Machine learning, blockchain and IoT) in the digital era and how they shape business processes and transactions
- To understand the stages of digital transformation within an organization
- To be able to design a social media campaign on a major social media platform
- To have a basic knowledge of big data and how a manager can exploit data for business purposes
- To be able to analyze the business model of online platforms
- To be able to identify and explain the main ethical issues in technology management

Instructors:

Professors from BSB and other institutions and practitioners

Teaching methods:

The teaching method will adopt a very hands-on perspective of skill and knowledge acquisition. This implies that learning will often involve interactive discussions with instructors and experts, case studies of contemporary organisations and phenomena, outdoor activities (conferences, seminars, exploration of social events, and participation to professional events).

CURRICULUM

Course module	Contact hours	Learning goals
<i>FIRST SEMESTER - MSc core courses</i>		
Creativity and innovation management ECTS: 4	30	<p>Creativity leads to innovation. Multidisciplinary groups (with different profiles) are more creative than single-disciplinary groups (with similar profiles) because the combination of diverse backgrounds is a source of innovative thinking. Mixing different profiles increases the spectrum of views on a problem, and thus not improves the chances of solving the problem but may also create novel solutions. This also echoes the growing view that difficult challenges can only be solved with innovative solutions.</p> <p>Innovation is one of the most challenging and critical activities for firms as it helps them achieve greater differentiation and competitive advantages. Yet, innovation processes are highly uncertain and contingent on many environmental factors.</p> <p>In this course, students will learn about the management of both creativity and innovation activities within an organization.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - Design thinking - Sprint design - Management of creativity teams - Organizational agility - Knowledge management - Strategic management of innovation - Disruptive innovation theory <p><u>Learning outcome:</u> To be able to apply the techniques of creative and innovative activities in new product/service development</p>
Business and customer analytics ECTS: 4	30	<p>The field of marketing is quickly moving to predictive marketing whereby an organization uses analytics to cluster customers and predict their needs and preferences. Such</p>

		<p>prediction capability allows organizations to better fit customers' expectations to drive sales, form positive judgment about their products and services, and reach targeted market segments.</p> <p>In this course, students will learn how to exploit customer data using advanced analytics.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - Google analytics - Customer journey onsite and offsite - Analytics for inbound and outbound marketing - Principles of digital marketing and advertising - Digital consumer behavior <p><u>Learning outcome:</u> To be able to use simple analytics tool (Google analytics) to interpret data for business purposes</p>
<p>The digital world: Sociological perspectives on the digital era ECTS: 4</p>	30	<p>The digitalization of the world impacts our societies in many ways. It has created new social behaviors and is opening many doors for improving human well-being including home security, life monitoring, autonomous driving, robotics and humanoids, etc. Students in the digital world will have to understand the social implications of digitalization to become skilled leaders, including the many ethical issues surrounding the new technologies.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - The digitalization of society - Internet of Things - Smart cities - Big data - Futurology of technologies - Ethics in new technologies <p><u>Learning outcome:</u> To understand the impact of digitization processes on societies and the world</p>
<p>Artificial intelligence and organizations ECTS: 4</p>	30	<p>This course is an essential component of the programme given the immense potential of Artificial Intelligence (AI) in disrupting the business environment and the society as a whole. It intends to provide students with fundamental knowledge of AI in a business environment. The students will learn the basics of how AI operates technically in order to envision and seize the opportunities that this technology can bring to companies in their operations and business processes. Therefore, the course will couple the basics of AI functioning with industry analyses to capture the transformational capabilities of the technology.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - What is AI? - Basics of AI functioning including algorithms - Basics of machine learning and deep learning - The role of data in AI - Impact of AI on key industries - Ethical issues with AI in the business environment

		<p><u>Learning outcome:</u> To understand the fundamentals of artificial intelligence technologies and how they impact organizations</p>
<p>Fundamentals of digital technologies: Machine learning, deep learning, blockchain and IoT ECTS: 4</p>	42	<p>This course introduces students to the most influential and growing technologies in the digital field, including but not limited to the major techniques of machine learning (deep learning and neural network-based models), blockchain, Internet of Things, virtual and augmented reality. It is a definitional course with case-based study of applications across many business sectors that leverage on these technologies. Students are expected to gain fundamental knowledge of all these technologies and the business sectors where the leverage is most significant.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - General overview of machine learning - Major techniques in machine learning including deep learning and neural networks - Blockchain technologies - Internet of things - Virtual reality - Augmented reality <p><u>Learning outcome:</u> To understand the major technologies (Machine learning, blockchain and IoT) in the digital era and how they shape business processes and transactions</p>
<p>Advanced digital transformation ECTS: 4</p>	42	<p>According to Salesforce, digital transformation is “the process of using digital technologies to create new — or modify existing — business processes, culture, and customer experiences to meet changing business and market requirements”. This course is concerned with the processes of transforming a firm into an agile and contemporary digital organization. Students will learn about the stages involved in digital transformation across multiple functions of an organization but also across multiple types of organizations.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - Principles of digital transformation - Digital technologies and business applications - Robotics & Automation - Digital transformation for customers - Digital transformation for employees - Digital business models and value creation <p><u>Learning outcome:</u> To understand the stages of digital transformation within an organization</p>

MSc Green Tech and Sustainable Societies (MSc GTSS)

Specialisation's Manager:	Marta DE MIGUEL DE BLAS	Email: marta.de-miguel-de-blas@bsb-education.com
Department:	<i>Digital Management</i>	
Maximum number of places:	4	

Admission requirements:

- English language certificate (for non-native speakers): TOEIC (750), IELTS (6.0), Duolingo (95)

Admission process:

- Please contact Head of Programme for interview when submitting application

Structure: This MSc will take place on the **LYON** campus.

Presentation and objectives:

The world faces growing challenges and transformations that will radically change our bond to the planet: global warming, shifts in global power, depletion of resources, declining biodiversity, growing inequality, digital and technological disruptions, and social unrest. Achieving balanced economical, social and environmental development - as expressed in the UN Agenda 2030 for Sustainable Development - is recognized as one of the major challenges of humanity. However, the current paradigm under which organizations, both private and public, operate nowadays may not facilitate the achievement of such goals, mostly because of the prevailing (short-term) financial incentives over (long-term) resource management.

While existing technologies have yet to help solve the earth's environmental challenges, emerging technologies such as Artificial Intelligence and the proliferation of big data hold enormous promises to help the humanity achieve more sustainable and inclusive societies. This program aims to prepare students to become responsible leaders of tomorrow's world.

In this program, students will join an innovative learning ecosystem that will enable them to think critically, use both their hard skills and soft skills to enact the purpose and the logic of success of sustainable and inclusive enterprises, to discover novel ideas and examples on how to manage the transition toward sustainable societies for all stakeholders. They will learn to evaluate and design practices, technologies, and systems that bring sustainable solutions to communities and organizations.

Future managers of sustainable green tech enterprises are expected to have strong background in the understanding of sustainability, the historical and political as well as socioeconomic context. Advanced skills in green tech management and green tech knowledge is also required. Finally, sustainable innovation has become a key topic in the green tech sector. According to a report from PwC, the green sector is expected to grow exponentially over the next decade and offer great employment opportunities to graduates who specialize in this field.

The teaching program of the present MSc is organized to cover these three dimensions:

1. Sustainability in context
2. Green Tech management
3. Sustainable Innovation

The programme is structured around core courses based on a combination of learning-by-doing activities, projects and challenges, whether it be inside or outside the classroom. For example, students will be able to conduct many field-work projects, attend professional conferences, collaborate with other institutions, participate in a multidisciplinary hackathon, and participate in the organisation of green tech events.

Career opportunities:

- Corporate Social and Environmental Responsibility Project Manager
- Green Tech Business founder
- Sustainability Program coordinator
- Environmental management advisor

- Green Product Developer
- Environmental communication officer
- Sustainable Entrepreneur

Learning outcomes:

- To understand the macroeconomic and microeconomic consequences of both climate changes, poverty, inequalities, gender or race discriminations, lack of communication between the State, Civil Societies, and businesses
- To understand why it is important for tech businesses to tackle sustainability issues in order to combine business and social values
- To understand the global frameworks for positive change across social and environmental dimensions
- To be able to explain the principles of operations of the main renewable energy technologies and their technical challenges
- To be able to recommend the main stages of green product design from product definition to manufacturing and commercial launch
- To understand the role of tech business in the transition to sustainable development to create a prosperous future for all;
- To be able to evaluate the effectiveness of current green tech business strategies
- To be able to understand the impact of technology, to help steer decisions for a greener world and to reduce the negative externalities of businesses, and to be able to manage and implement green technologies

Instructors:

Professors from BSB and other institutions and practitioners

Teaching methods:

The teaching method will adopt a very hands-on perspective of skill and knowledge acquisition. This implies that learning will often involve interactive discussions with instructors and experts, case studies of contemporary organisations and phenomena, outdoor activities (conferences, seminars, exploration of social events, and participation to professional events).

CURRICULUM – 435h

FIRST SEMESTER - MSc core courses – 210h

Course module	Contact hours	Learning goals
Principles of Environmental Science ECTS: 2	15h	This is focused on a holistic understanding of the earth systems allowing to learn from the past, understand the present and influence the future. Students will learn how physical, chemical, and biological processes maintain and interact with life. It draws upon disciplines such as biology, earth science, ecology, geography, and economics. Course content: <ul style="list-style-type: none"> - Climate change - The atmosphere and human activities - Energy and the environment - Ecology and natural ecosystems
Sustainable Development Policies ECTS: 4	30h	In 2015, the UN member countries set the 2030 Agenda for Sustainable Development and decided on 17 new and universal Sustainable Development Goals (SDGs). From goals to action, many questions remain on the amount of change delivered by global commitments. Students will encounter these kinds of questions throughout the course. <u>Course content:</u>

		<ul style="list-style-type: none"> - Sustainable development goals and targets - European Green Deal - Environmental standards - Environmental and development-related challenges - Global policies in response to those challenges - Contemporary politics of global environmental and development changes
Sociology of Global development and sustainability ECTS: 4	30h	<p>The course provides a sociological perspective on economic, social and political processes, focusing especially on global social change and sustainable development. The aim is to enable students to acquire the knowledge required to understand and critically examine the discussions pursued about the global social change that marks modernity.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - Environmental sociology - Classical and Modern Social Analysis - Contemporary Sociological Perspectives on Global Development - Global Sustainability and Environmental Sociology
Corporate Social and Environmental Responsibility ECTS: 2	30h	<p>This course examines the role of corporate responsibility as a strategy to improve products, profits, and brand equity. We will examine numerous corporate initiatives that attempt to address these challenges as well as how they are being evaluated in the public eye.</p> <p>Globalization combined with increased transparency of corporate operations has revealed significant variations in how organizations are attempting to balance the pursuit of profits and good corporate citizenship.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - Performance metrics - Stakeholders perceptions - Local impact - Sustainable governance - Inclusion policies
Creativity and innovation management ECTS: 4	30h	<p>Creativity leads to innovation. Multidisciplinary groups (with different profiles) are more creative than single-disciplinary groups (with similar profiles) because the combination of diverse backgrounds is a source of innovative thinking. Mixing different profiles increases the spectrum of views on a problem, and thus not improves the chances of solving the problem but may also create novel solutions. This also echoes the growing view that difficult challenges can only be solved with innovative solutions.</p> <p>Innovation is one of the most challenging and critical activities for firms as it helps them achieve greater differentiation and competitive advantages. Yet, innovation processes are highly uncertain and contingent on many environmental factors.</p> <p>In this course, students will learn about the management of both creativity and innovation activities within an organization.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - Design thinking - Sprint design

		<ul style="list-style-type: none"> - Management of creativity teams - Organizational agility - Knowledge management - Strategic management of innovation - Disruptive innovation theory
Sustainable Consumption ECTS: 4	30h	<p>In this course students will learn about specific topics as consumer behaviour, market research, using the sustainability lens in business.</p> <p>The course presents a variety of social-scientific approaches to consumption, as well as a range of case studies from both affluent societies and emerging economies. Possible avenues for changing consumption patterns in a more sustainable direction are discussed throughout the course.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - Sustainable consumption - Responsible consumer dynamics
Green and sustainable finance ECTS: 4	30h	<p>This course is the study of finance and sustainability as an integrated subject beginning with an introduction of financial and investment principles and moving towards financial analysis, financing, and valuation. The course covers diverse aspects of responsible investments and offers tools for effective financial valuation and effective risk assessment.</p> <p>Besides economic, social and environmental considerations and analysis, Green and responsible Finance incorporates additional elements into that scope that include among others investment metrics, investment terms, risk, ethics, corporate responsibility, etc. Different approaches for investments and finance result from this analysis and new industries and products result from these added metrics.</p> <p><u>Course content:</u></p> <ul style="list-style-type: none"> - Socially responsible investments - Decarbonization of investment portfolios - ESG factors - Blended Finance - The Global Impact Investment Network - Impact management

