INFORMATION FOR EXCHANGE STUDENTS AND PARTNER UNIVERSITIES

2019-2020

To Toulouse Business School

Master in Management (Grande Ecole) Program
International Mobility Office
# Table of Contents

YOUR CONTACTS.................................................................................................................................3

ACADEMIC MIM INTERNATIONAL MOBILITY TEAM ...............................................................................3

STUDENT SUPPORT: TBS INTERNATIONAL STUDENT SERVICES ...............................................................4

TBS CALENDAR – 2019/2020 Academic Year ..........................................................................................5

HOW TO APPLY TO TOULOUSE BUSINESS SCHOOL ...............................................................................6

Nomination of exchange students: ...........................................................................................................6

Online application for exchange students: .................................................................................................7

Nomination & Application Deadlines: .......................................................................................................7

TOULOUSE Campus ....................................................................................................................................8

COURSE INFORMATION ............................................................................................................................9

MASTER 1 – Semester 1 (Fall)......................................................................................................................10

MASTER 1 – Semester 2 (Spring) .................................................................................................................14

MASTER 2 – Semester 1 & Semester 2 .........................................................................................................17

BARCELONA Campus ..................................................................................................................................19

COURSE INFORMATION ..........................................................................................................................20

MASTER 1 – Exchange students ..................................................................................................................20

MASTER 1 – Semester 2 (Winter/Spring) .....................................................................................................21

TBS GRADING SYSTEM .............................................................................................................................25
### YOUR CONTACTS

#### ACADEMIC MIM INTERNATIONAL MOBILITY TEAM

The MiM International Mobility Team answers any questions regarding the Academic program.

<table>
<thead>
<tr>
<th>Ms Marie-Hélène HEIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of International Mobility</td>
</tr>
<tr>
<td>Toulouse Business School</td>
</tr>
<tr>
<td>Bachelor’s &amp; Master’s Programs</td>
</tr>
<tr>
<td>📞+33 5 61 29 48 74</td>
</tr>
<tr>
<td><a href="mailto:mh.heit@tbs-education.fr">mh.heit@tbs-education.fr</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ms Betty ROUZIES</th>
<th>Ms Cécile DUMONT</th>
<th>Ms Fatiha BOUQUOYOUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TBS MiM Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>📞+33 (0)5 61 29 48 45</td>
<td></td>
<td></td>
</tr>
<tr>
<td><a href="mailto:b.rouzies@tbs-education.fr">b.rouzies@tbs-education.fr</a> or <a href="mailto:outgoing.master@tbs-education.fr">outgoing.master@tbs-education.fr</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobility and International Projects Coordinator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TBS MiM Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>📞+33 (0)5 61 29 49 78</td>
<td></td>
<td></td>
</tr>
<tr>
<td><a href="mailto:c.dumont-capdeville@tbs-education.fr">c.dumont-capdeville@tbs-education.fr</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TBS MiM Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>📞+33 (0)5 61 29 48 99</td>
<td></td>
<td></td>
</tr>
<tr>
<td><a href="mailto:f.bouquoyoue@tbs-education.fr">f.bouquoyoue@tbs-education.fr</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
• STUDENT SUPPORT: TBS INTERNATIONAL STUDENT SERVICES

Contact: international.studentservices@tbs-education.fr

STUDENT LIFE:

TBS's International Student Services Office offers non-academic assistance and support at TBS, including: Accommodation - Immigration & Visa Issues – Banking – Health - Advice about living in Toulouse ...

Ms. Jessica CHAGNARD

Head of International Projects and International Student Services

+33 5.61 29 50 03
j.chagnard@tbs-education.fr
international.studentservices@tbs-education.fr
# TBS Calendar – 2019/2020 Academic Year

**Semester dates: (Dates may be subject to changes)**

<table>
<thead>
<tr>
<th>Semester 1 (Fall Semester)</th>
<th>M1: Master 1 Year</th>
<th>M2: Master 2 Year</th>
<th>HOLIDAYS*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>September 16th</strong></td>
<td><strong>September 04th</strong></td>
<td><strong>Christmas Holidays:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>20th December 2019</strong></td>
<td><strong>20th December 2019</strong></td>
<td><strong>2 Weeks in December</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Orientation Days:</strong></td>
<td><strong>Orientation Days:</strong></td>
<td><strong>Winter Holidays:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>September 02 and 03rd 2019</strong></td>
<td><strong>September 02 and 03rd 2019</strong></td>
<td><strong>One Week in February or March (TBC)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester 2 (Spring Semester)</th>
<th><strong>January – End of April 2020</strong></th>
<th><strong>Management Internship:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Orientation Days:</strong></td>
<td><strong>January – June 2020</strong></td>
</tr>
<tr>
<td></td>
<td><strong>January 06th and 07th 2020</strong></td>
<td></td>
</tr>
</tbody>
</table>

## Orientation Days:

An orientation meeting is organized by the International Student Services Office at the start of Fall and Spring semesters.

International students are required to attend the orientation meeting relevant to his/her period of studies at Toulouse Business School as vital information is given at that time and attendance is compulsory.

Further information will be sent by email closer to the start of each specific semester of study.
**HOW TO APPLY TO TOULOUSE BUSINESS SCHOOL**

The registration of nominated students is done through an online registration procedure and is initiated by the International Office of our Partner Universities.

- **Nomination of exchange students:**

Partner Universities will officially nominate their students participating in the exchange programme with Toulouse Business School using our online nomination procedure. An individual email will be sent to the person designated to officially nominate the exchange students with further information on how to access the online nomination system.

The following information regarding the student(s) will be required:
- First Name
- Family Name
- Gender
- Current E-mail Address
- Date of Birth
- Nationality

as well as the type of Program, specific semester of study and the chosen TBS campus (Barcelona campus is available for Spring semester and for Master 1 students only).

<table>
<thead>
<tr>
<th>Semester of Study Exchange Program</th>
<th>Dual Degree Exchange Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ <strong>Semesters 1 &amp; 2 – MSc 1 Year for Master 1 Students or senior Undergraduates</strong> (3rd Year Minimum)</td>
<td>✓ <strong>Semesters 1 &amp; 2 – MSc 2 Year for Master 1 or Master 2 Students</strong></td>
</tr>
<tr>
<td>✓ <strong>Semester 1 – MSc 1 Year for Master 1 Students or senior Undergraduates (3rd Year Minimum)</strong></td>
<td>✓ <strong>Semester 1 – MSc 2 Year for Master 1 or Master 2 Students</strong></td>
</tr>
<tr>
<td>✓ <strong>Semester 2 – MSc 1 Year for Master 1 Students or senior Undergraduates (3rd Year Minimum) with the possibility of studying either in Toulouse or in Barcelona</strong></td>
<td></td>
</tr>
</tbody>
</table>
Online application for exchange students:

Once the students’ nominations have been processed, the International Mobility Office will send all nominated exchange students credentials to access our online application procedure.

All nominated students must apply online in order to initiate the official process of registration for administrative and course sections. In addition to completing their online application, students will have to supply the following supporting documents online:

- Latest grade transcript
- A language proficiency certificate (English or French) for non-native speakers only
- Copy of their passport (ID section).

On completion of the online registration, exchange students will be sent a letter of Admission. It is essential that students register on time to facilitate their visa application process.

Nomination & Application Deadlines:

Online nomination deadlines:

<table>
<thead>
<tr>
<th>FOR STUDENTS ATTENDING OUR MSc 1 YEAR:</th>
<th>FOR STUDENTS ATTENDING OUR MSc 2 YEAR AND DUAL DEGREE STUDENTS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Semester 1 (Fall):</td>
<td>✓ Semester 1 (Fall) or Full year:</td>
</tr>
<tr>
<td>FROM MARCH 10&lt;sup&gt;th&lt;/sup&gt; TO MARCH 31&lt;sup&gt;st&lt;/sup&gt; 2019</td>
<td>FROM MARCH 10&lt;sup&gt;th&lt;/sup&gt; TO MARCH 31&lt;sup&gt;st&lt;/sup&gt; 2019</td>
</tr>
<tr>
<td>✓ Semester 2 (Spring):</td>
<td></td>
</tr>
<tr>
<td>FROM SEPTEMBER 15&lt;sup&gt;th&lt;/sup&gt; TO 30&lt;sup&gt;th&lt;/sup&gt; 2019</td>
<td></td>
</tr>
</tbody>
</table>

Online application deadlines:

<table>
<thead>
<tr>
<th>Semester 1 – MSc 1:</th>
<th>Semester 2 – MSc 1</th>
<th>Semester 1 MSc 2 or Dual Degree:</th>
</tr>
</thead>
<tbody>
<tr>
<td>FROM APRIL 15&lt;sup&gt;th&lt;/sup&gt; TO APRIL 25&lt;sup&gt;th&lt;/sup&gt; 2019</td>
<td>FROM OCTOBER 15&lt;sup&gt;th&lt;/sup&gt; TO OCTOBER 25&lt;sup&gt;th&lt;/sup&gt; 2019</td>
<td>FROM APRIL 15&lt;sup&gt;th&lt;/sup&gt; TO APRIL 25&lt;sup&gt;th&lt;/sup&gt; 2019</td>
</tr>
</tbody>
</table>
TOULOUSE CAMPUS
COURSE INFORMATION

Exchange students (M1 or M2) or Dual Degree students (M2)

International students who have been selected by their home university to study at Toulouse Business School can come as exchange students or Dual Degree students according to their home university nominations and the existing agreement(s) between their home university and TBS:

- Exchange students will get credit transfers for one or two semesters or for a number of courses for their degree at their home university. Exchange students may come either during our Master 1 year (M1) or our Master 2 year (M2). Exchange students can take all or part of the courses offered depending on their home university requirements.

Should you nominate Undergraduate students into our Master 1 year, please make sure they are Senior Bachelor students (third year minimum).

- Dual Degree students must follow all classes of our final year Master 2 year (M2). They will be granted our Master in Management degree.

There is no possibility of ‘mixing’ classes from different years. The details of course list can be found on the following pages.

French language classes:

An intensive French language course will be organized for our international exchange students in Semester 1 of our Master 1 and Master 2 years. This 30 Hours course will be scheduled between the Orientation Day and the beginning of classes for Master 1 students. Dates confirmation will be mentioned in due time.

French classes for M2 and Dual Degree students will be scheduled from August 26th to August 30th. This course will count for 3 ECTS credits.

For students arriving in January, a 22 Hours Course will be proposed during the Spring Semester. This course will count for 2 ECTS credits.

Tracks

Master 1 and 2 years are made up of 2 tracks. Students will choose a track depending on their individual background. Exchange students can choose the English Track or the French Track depending on their requirements and language ability.

It will not be possible to mix courses from the two different tracks.
• MASTER 1 – Semester 1 (Fall)

This semester, running from September 2nd to December 20th, is divided into three sequences. **Students will acquire 42 ECTS max.**

**Sequence 1:**

**CORE COURSES:**

- ENGLISH TRACK (32 ECTS maximum):

*Please note that Contact hours and ECTS credits per course may be subject to changes.*

*In sequence 1, you can choose as many courses as you want in the list below:*

<table>
<thead>
<tr>
<th>COURSES</th>
<th>CONTACT HOURS</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Analysis</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Corporate Finance (Mix French/English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Operations Management</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Strategic Management</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Business Analytics</td>
<td>15H</td>
<td>2.5</td>
</tr>
<tr>
<td>English</td>
<td>15H</td>
<td>1.5</td>
</tr>
<tr>
<td>French class</td>
<td>30H</td>
<td>3</td>
</tr>
</tbody>
</table>
**FRENCH TRACK (32 ECTS maximum):**

*Please note that Contact hours and ECTS credits per course may be subject to changes.*

*In sequence 1, you can choose as many courses as you want in the list below:*

<table>
<thead>
<tr>
<th>COURSES</th>
<th>CONTACT HOURS</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyse Financière</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Corporate Finance (Mix Français/Anglais)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Management des Opérations</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Management des Ressources Humaines</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Management Stratégique</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Business Analytics</td>
<td>15H</td>
<td>2.5</td>
</tr>
<tr>
<td>Anglais</td>
<td>15H</td>
<td>1.5</td>
</tr>
<tr>
<td>Cours de Français</td>
<td>30H</td>
<td>3</td>
</tr>
</tbody>
</table>
• MASTER 1 – Semester 1 (Fall)

PROFESSIONAL ORIENTED COURSES IN FRENCH OR ENGLISH (5 ECTS):

Two possible options are offered:

1/ You take only 1 course (5 ECTS): you have to select this course amid the list offered in sequence 2 only.

OR

2/ You take 2 courses (10 ECTS): you have to select 1 course offered in the sequence 2 list and another one in the sequence 3.
The 2 courses must belong to the same course family (Example: 1 Finance course in sequence 2 and 1 Finance course in sequence 3).

Whatever the option chosen, the exam(s) will take place at the end of the semester.

Sequence 2:

<table>
<thead>
<tr>
<th>COURSES</th>
<th>CONTACT HOURS</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANCE:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Finance (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>MARKETING:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication and client relationship (in French)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Communication and client relationship (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>SUPPLY CHAIN AND PURCHASING MANAGEMENT:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Procurement (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>HUMAN RESOURCES:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Talent Management (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>CONTROLE DE GESTION/ MANAGEMENT CONTROL:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Modélisation et Prévisions (in French)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Business Modeling and Forecasting (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
</tbody>
</table>
**MASTER 1 – Semester 1 (Fall)**

**PROFESSIONAL ORIENTED COURSES IN FRENCH OR ENGLISH (5 ECTS):**

**Sequence 3:**

<table>
<thead>
<tr>
<th>COURSES</th>
<th>CONTACT HOURS</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCE:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Markets Specialization (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td><strong>DEVELOPPEMENT INTERNATIONAL/ INTERNATIONAL DEVELOPMENT:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notions pratiques du commerce International (in French)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Practical Aspects of International Trade (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td><strong>MARKETING:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Intelligence (in French)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Market Intelligence (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td><strong>SUPPLY CHAIN AND PURCHASING MANAGEMENT:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improving supply chain performance (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td><strong>HUMAN RESOURCES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment, selection and assessment (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td><strong>CONTROLE DE GESTION/ MANAGEMENT CONTROL:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Controlling (in French)</td>
<td>30H</td>
<td>5</td>
</tr>
<tr>
<td>Controlling (in English)</td>
<td>30H</td>
<td>5</td>
</tr>
</tbody>
</table>
• MASTER 1 – Semester 2 (Spring)

Courses will be running from early January to end of April. At the time of online application, International exchange students will be required to make a choice of 3 courses per period, listed by order of preference. They will be registered to 1 of these 3 courses. Changes will not be allowed. Students are free to take 1 course per period or to skip 1 period, depending on their Home University requirements. Students will be allowed to mix both languages.

Students will acquire 32 ECTS max (30 ECTS if students select 1 course per period + 2 ECTS for French class). 5 ECTS are allocated to each course per period.

The 6 periods are distributed as follows:

**Period 1: from January 8th to 19th:**

- Energie et Enjeux environnementaux
- Market Intelligence
- Human ressources management
- Penser les réseaux et réseaux de pensées
- Managing across culture and frontiers
- Operations Management
- Corporate Finance 1
- Codage et mathématiques appliquées
- Strategic management
- Team Dynamics

**Period 2: from January 21st to February 2nd:**

- Natural Resources management and climate action
- Communication and client relationship
- Global talent management
- Controlling
- International Political Institution and Business
- Operational procurement
- Corporate Finance 2
- Defense strategy and defense industry/ Industrial policy
- Manager le handicap
Period 3: from February 4th to 16th:

- Ethique et compliance pour améliorer la performance des entreprises : lutte anti-blanchiment et anti-corruption
- Marketing solutions towards sustainability
- Marketing and innovation
- Recruitment, selection and assessment
- Business modeling and forecasting
- Marketing projet: nach Deutschland exportieren
- Financial markets
- Coding and artificial intelligence
- Team Dynamics

Period 4: from February 18th to March 2nd:

- Sustainable business and inclusive business
- Corporate crisis communication: theory and practice
- Marketing analytics
- Practical aspects of international trade
- Sustainability Reporting and Environmental Accounting
- Business Communication and beyond
- Competition policy and business strategies
- International financial management
- Industrie, technologies et Business industriel en PME
- Managing religious diversity
- Lanzarse al mercado latino americano
Period 5: from March 18th to 30th:

- Innovation in sport management
- Lanzarse al mercado latino americano
- B2B marketing
- Opportunities, risk and actors in emerging market
- Managing and understanding the performance of international groups
- Leadership in a dynamics global environment
- Incentives and Productivity
- Marketing projekt: nach Deutschland exportieren
- Fablab, création de brevet
- De la RSE à l'entreprise sociale
- Nudging consumer behaviour: fighting obesity, promotion equality and protecting the planet
- Business communication and beyond

Period 6: from April 1st to 13th:

- Philanthropie et Mécénat
- Competitive strategies in healthcare market
- Management cultural corporate institutions
- Aerospace marketing
- International business negotiation and conflict management in HRM
- Accounting, Finance and Accountability
- International branding and communication
- Supply Chain Risk Management
- Investing in stock market/ Evaluation in emerging market
- La propriété intellectuelle, un atout économique et stratégique pour les entreprises
- Sciences de la terre et du vivant
- Contemporary Trends in Innovation Management
Please note that Contact hours and ECTS credits per course may be subject to changes.

<table>
<thead>
<tr>
<th>COURSES</th>
<th>CONTACT HOURS</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sésame (Company-related strategic consultancy project)</td>
<td>45H</td>
<td>6</td>
</tr>
<tr>
<td>Professional Option</td>
<td>195H</td>
<td>24</td>
</tr>
<tr>
<td>Research Project*</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Management Internship*</td>
<td></td>
<td>15</td>
</tr>
</tbody>
</table>

*Dual Degree option only

**OP – Professional Option (195 contact hours):**

Each year we offer a choice of around 18 Professional Options. Exchange students must choose one Professional Option. As there are quotas for the most popular options students need to register online giving 3 choices ranked in order of preference.

Please note all the Professional Options are offered in French except 4 offered in English:

- Aerospace Management,
- Banking and Corporate Finance,
- International Business: Going to Asia and Middle East,
- International Marketing Management.
A group of strategy credits comprising:

- **A SESAME project**: A company-related strategic consulting project organised in working groups of 10 students. The SESAME is available in French and in English.

- **Research Project**: A written assignment linked with the OP course offered in semester 1.

- **Internship**: Semester 2 of the Master 2 year is only offered to Dual Degree exchange students. It is entirely dedicated to the completion of a six-month compulsory internship in a company operating in the sector covered by the Professional Option taken in the fall. Both the company and the placement duties must be approved by the School. The placement will be evaluated by the Company and will also generate an academic dissertation establishing links between the placement activities and the discipline’s conceptual research frameworks.

*Dual Degree Option Only*

For Dual Degree students, the passing grade is 8/20 for each course, but the average grade on the Master 2 year is 10/20 minimum.

Dual Degree students will be required to validate a TOEIC of 850 in order to be awarded the TBS Master in Management degree.
BARCELONA CAMPUS
COURSE INFORMATION

In Semester 2, Exchange Students have the possibility of either coming to our Toulouse or Barcelona Campus. This will need to be confirmed by the Home University at the time of online nominations.

For our Barcelona campus, there may be a limited number of students accepted, depending on years and constraints.

- MASTER 1 – Exchange students

International students who have been selected by their home university to study at Toulouse Business School can come as exchange students on our Barcelona Campus according to their home university nominations and the existing agreement(s) between their home university and TBS.

Exchange students will get credit transfers for one or two semesters or for a number of courses for their degree at their home university. Exchange students can come only during our Semester 2 of the Master 1 year. Exchange students can take all or part of the courses offered depending on their home university requirements.

Should you nominate Undergraduate students into our Master 1 Year, please make sure they are Senior Bachelor Students (third year minimum).
• MASTER 1 – Semester 2 (Winter/Spring)

2 modules are offered. Students need to choose **one module out of the two offered.** Each module counts for **30 ECTS.**

Theses Major courses are organized as block of courses that cannot be divided. Students will be required to follow all courses proposed in a given Major course.

Another course called **ARTEMIS** is offered. This course counts for **1 ECTS.** **Students will thus acquire 31 ECTS maximum.**

**FIRST MODULE: DIGITAL TRANSFORMATION:**

**Objective of the module:**

The digital economy is fast changing the world around us.
This program will provide students with an understanding of digitally-enabled changes in society and the Business environment. Students will learn to appreciate the impact of new digital technology in society and business. This will prepare them for the changes facing society, and also help them take better advantage of transformations which are driven by technology. The program takes a broad approach, including social and economic factors. Students will analyse the potential of current technology and will identify barriers to their development. As a result, the students of the program will not only develop a more in-depth knowledge of the state of the art in digital technology, but will also get a solid foundation for decision making in the areas of technology, investments, career path, research & development or portfolio & strategic Management.

1. **Strategy and Digital Plan:**

   - The digital transformation as disruptive technologies convergence.
   - Customer insights: The data driven organization. Data monetization.
   - Innovation. How to take advantage of an ecosystem for innovation.
   - New connection and engagement techniques: Apps and Gamification.

2. **Society and people:**

   - The impact of digital transformation in the world and in our society.
   - The Collaborative Economy and the role of Digital Transformation.
   - Smart Cities: IoT + Mobility Analytics.
   - The Digital Transformation in the third sector. How do NGOs seize the opportunity.
3. Processes and Methodologies:

- AGILE and SCRUMM: Agility in the design of services and software programming.
- Cybersecurity and digital disruption. Industry 4.0. The new GDPR.
- Industry 4.0. A new step towards total automatization.
- The automatization of intellectual and cognitive processes. Artificial intelligence.
- Gamification and Serious Games: How to design games that facilitate collaboration.

4. Platforms and technologies:

- Augmented reality, Virtual Reality. Technology and practical uses.
- Blockchain - Technology and application in Fintechs.
- Image recognition, automatic driving, marketing, etc.

5. Seminars:

- From a consumption society to a service based economy.
- Digital leadership. The new digital competencies.
- The role of transport and logistics in the new model of global commerce.
- Is digital transformation profitable? ROI analysis for disruptive projects.
SECOND MODULE: INTERNATIONAL BUSINESS IN LATIN AMERICA:

Objective of the module:

The objective of this module is to introduce our Master students to the Latin American Business Environment, tackling the opportunities and challenges of these markets as well as highlighting the main successful strategies when doing business there. The module contains various courses that answer our objective and that are constantly related to the real business situation not only by specific case studies but also by guest speakers from Latin American firms that develop their business in Europe (Cemex – Mexico) or from Spanish firms that have successfully entered Latin America (Desigual, Mango, Ordesa).

Moreover, students will have the opportunity to resolve a real business situation of a specific company that aims at developing its presence in the Latin American market.

1. **General Introduction.**

2. **History, Geography and society.**

3. **Geopolitics and geostrategies.**
   - Democracy and political issues in Latin America.
   - Regulation & public policies.
   - International relations in Latin America.
   - Geostrategy and hemispheric security: natural resources, climatic and energetic issues.

4. **Economy, commerce and Development:**
   - Economic systems in Latin America.
   - International Business seminar: Panamá.
   - Globalization, regionalism and economic integration. Negotiation of International Agreements seminar.
   - Cooperation South/South in Latin America.
5. Understanding Latin American Institutions, Economy, Politics, law and culture:
   - Economic shocks – hyperinflation, debt crisis, economic collapse.
   - Business law in Latin America.
   - Difference in values, management styles and practices.

6. Negotiation and leadership in Latin America – effective styles for doing.


8. Entrepreneurial dynamics in Latin America & family-based SMEs.

9. Strategic Management in Latin America:
   - Successful entry strategies.
   - Opportunities and challenges found in Latin America.
   - Emerging multinationals from Latin America.

10. Marketing strategies and sales in Latin America:
    - Consumer behavior.
    - Distribution channels.
    - Regional differences in marketing and sales.

11. Consultancy related project on a real Business situation.

12. Visits and conference:
    - Seminar on Mexican business environment with the Mexican consulate.
    - Invited speaker of a European company that successfully entered Latin America (for example: Desigual, Ordesa, Mango).
    - Invited speaker of an EMNEs from Latin America that operates in Spain or visit to the facilities of an EMNEs in Barcelona.
Please note that the TBS pass to gain credits is 10/20 (50%) for Master 1 students.

M1 and M2 Students will be able to download their Grade Transcripts on our TBS software - called C@mpus- about 4 weeks after the end of each semester.
Dual Degree students: the passing grade is **8/20 for each course**, but the **average grade** on the Master 2 year is **10/20** minimum.

Dual Degree students will be required to validate a TOEIC of **850** in order to be awarded the TBS Master in Management Degree.

Please note that the TBS pass to gain credits is **08/20 (40%)** for **Master 2 students**.

Dual Degree Students will receive by post their graduation certificate and their Grade Transcript as soon as they have met the criteria required to be graduated (validation of the PO and the Sesame courses, the research project, their Management internship and internship report and a minimum 850 TOEIC score).
Toulouse Business School
International Mobility Office
Master in Management Program

ADDRESS:
20, boulevard Lascrosses
BP 7010
31068 Toulouse Cedex 7
France

c.dumont-capdeville@tbs-education.fr

www.tbs-education.fr