

Master of Science
Course catalogue
Spring Semester
LYON CAMPUS

2026-2027

TABLE OF CONTENTS

IMPORTANT INFORMATION / *INFORMATIONS IMPORTANTES* 3

COURSES AND ECTS CREDITS / *MODULES ET CRÉDITS AFFECTÉS* 5

MSc ARTIFICIAL INTELLIGENCE & DIGITAL STRATEGY MANAGEMENT COURSES

AI AGILE PROJECT MANAGEMENT 7

ANTICIPATORY GOVERNANCE: POLICY, ETHICS AND ADAPTATIVE SYSTEMS 9

AUTOMATION WITH LOW CODE 11

AUTONOMOUS SYSTEMS (LLM'S, AGENTIC AI, ROBOTICS) 13

FINTECH / HUMAN RESOURCES 15

GENERATIVE AI MANAGEMENT 17

GROWTH MARKETING 19

SUPPLY CHAIN SMART OPTIMIZATION 21

COURSES FOR EXCHANGE STUDENTS (OPTIONAL)

FRANÇAIS LANGUE ETRANGÈRE 24

INTERCUTURAL COMMUNICATION 25

IMPORTANT INFORMATION

In this catalogue, you will find all the courses of the Master of Science in the **Spring semester**. It comprises **Specialization Courses**, and **French & Culture Courses** modules.

You have to **follow all courses taught** on the MSc you choose. **Due to timetable clashes, cannot mix courses from different MScs.**

In the **French & Culture Courses** section, you can choose **only one French Language course**, depending on your level (beginner/intermediate/advanced).

All course descriptions are provisional and can be subject to change.

Master of Science (MSc) courses are taught in English. **Your English language level must be equivalent to 6.5 IELTS / 785 TOEIC.**

This document gives a non-contractual presentation of the courses. Academic and pedagogical adjustments may result in changes to the courses.
Your choices commit you to follow the selected courses for the duration of the semester.
N.B. : the course will not run if less than 12 students enroll.



Clara Letierce

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INFORMATIONS IMPORTANTES

Dans ce catalogue, vous trouverez tous les cours du Master of Science pour le semestre de printemps. Il comprend des **cours de spécialisation** et des modules de **cours de français et de culture.**

Vous devez choisir **un seul MSc**. **En raison de l'emploi du temps, vous ne pouvez pas mélanger des cours de plusieurs MSc.**

Dans la section des cours de français et de culture, vous ne pouvez choisir qu'**un seul cours de français**, selon votre niveau.

Toutes les descriptions de cours sont provisoires et peuvent être sujettes à modification.

Les Masters of Science (MSc) sont enseignés en anglais. **Il faut avoir un score TOEIC de 785 (ou 6,5 à l'IELTS).**

ATTENTION : En-dessous de 12 étudiants, le cours ne sera pas ouvert.
Ce document donne une présentation non contractuelle des cours. Des ajustements académiques et pédagogiques peuvent entraîner des modifications des cours. Vos choix vous obligent à suivre les cours sélectionnés pendant toute la durée du semestre.



Clara Letierce

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COURSES AND ECTS CREDITS
MODULES ET CRÉDITS AFFECTÉS

Department	Course coordinator	English Courses	ECTS credits
AIDSM COURSES			
DM	**GALVES-ORJOLA.**	AI Agile Project Management	**2**
DM	**GALVES-ORJOLA.**	Anticipatory governance: policy, ethics and adaptative systems	**2**
DM	**GALVES-ORJOLA.**	Automation with low code	**3**
DM	**GALVES-ORJOLA.**	Autonomous Systems (LLM's, Agentic AI, Robotics)	**3**
DM	**GALVES-ORJOLA.**	Fintech / Human resources	**3**
DM	**GALVES-ORJOLA.**	Generative AI Management	**3**
DM	**GALVES-ORJOLA.**	Growth marketing	**2**
DM	**GALVES-ORJOLA.**	Supply chain smart optimization	**2**
FRENCH & CULTURE COURSES / FRANÇAIS ET CULTURE			
LC	**TALPAIN I.**	Français Langue Etrangère (French language)	**2**
LC	**TALPAIN I.**	Intercultural Communication	**4**

MAIN COURSES
MSc AIDSM



BSB
BURGUNDY SCHOOL OF BUSINESS

AI Agile Project Management

Course Coordinator	**GALVES-ORJOL Aurore**	**Email: aurore.galves-orjol@bsb-education.com**
Academic Department:	Digital Management	
Campus:	Lyon	
Pre-requisites:	No prior project management certification is required. Exposure to at least one technical AI module - Generative AI Management, Advanced prompting & API integration, or Automation with low code is beneficial to ground the agile practice in a realistic AI/digital project context.	

LEARNING OBJECTIVES

Targeted competences : Use operational tools and methods to design, implement and evaluate a responsible strategy that integrates stakeholders; and Analyze one's own practice in order to identify the competencies developed and plan one's professional development.

- Apply agile project management frameworks, including Scrum and Kanban, to an AI/digital project
- Design a project backlog, sprint plan and stakeholder coordination structure for a multi-actor AI initiative.
- Develop task allocation based on a team competency matrix to optimize collaborative performance.
- Evaluate project progress using agile indicators such as burndown, velocity and retrospective insights, and adapt steering decisions accordingly.
- Critically assess project risks and anticipate mitigation actions through iterative retrospectives.
- Evaluate project progress using agile indicators such as burndown, velocity and retrospective insights, and adapt steering decisions accordingly.
- Apply agile project management frameworks, including Scrum and Kanban, to an AI/digital project.
- Develop a personal competency portfolio entry documenting skills acquired through the project experience.
- Analyze one's own project management practice through a structured reflective review.

DESCRIPTION

This experiential course immerses students in the practice of leading AI and digital projects using agile methodologies in a multi-stakeholder, team-based environment. Students apply core agile frameworks, including Scrum and Kanban, to a simulated or real AI/digital project, learning to define roles, plan iterations, manage a backlog, and coordinate cross-functional stakeholders under conditions of ambiguity typical of AI initiatives. The course emphasizes adaptive, data-informed project steering: using sprint retrospectives and burndown indicators to anticipate risks and continuously improve project execution, while allocating tasks according to a competency matrix reflecting team members' strengths. Beyond the project artifact itself, a design-and-steering dossier delivered through an agile methodology, the course requires an individual reflective component in which students analyse their own project management practice, draw lessons for professional development, and update a personal competency portfolio supporting their broader employability narrative. The course thus addresses both the operational competency of piloting agile AI projects and the reflective competency of personal development planning

1) Why agile for AI/digital projects; Scrum versus Kanban; roles including product owner, Scrum master and team; introducing the running project brief.
2) Writing user stories and backlog items; estimation techniques; planning the first sprint.
3) Managing multi-stakeholder coordination; daily stand-up practice; handling scope changes.
4) Retrospective techniques; reading burndown and velocity indicators; adapting the backlog based on lessons learned.
5) Risk identification and mitigation in agile AI projects; managing dependencies between team members.
6) Using cumulative agile data to inform go/no-go and re-scoping decisions; preparing for project closure.
7) Structuring the design and steering dossier for a non-agile audience of executive sponsors; documenting the agile journey and outcomes.
8) Structured reflective practice (REX) methodology; updating a personal competency portfolio for employability.

Teaching Method	The course follows a fully experiential format structured around a single running team project conducted as a series of short sprints across the course timeline. Brief framework inputs on Scrum/Kanban mechanics open the course; subsequent sessions function as sprint planning, execution check-ins and retrospectives, with the instructor acting as agile coach rather than lecturer. The course closes with a project steering dossier submission and an individual reflective session. • Simulation: a running agile project across sprints • Group project: design and steering dossier • Applied exercises: sprint planning and retrospectives • Individual reflective exercise: REX note and competency portfolio Teaching Resources • Agile project management tools (Kanban boards, backlog management software) • Scrum/Kanban reference guides • Competency matrix templates • Retrospective and burndown tracking templates • Case studies of agile AI project failures and successes Outils pédagogiques : DVD - Support Vidéo. Cas. Revue. Support de cours. Ouvrage Méthodes pédagogiques : Ateliers d'identification de problèmes et d'opportunités. Analyses critiques. Études de cas. Projets. Mentoring. Compétitions
References	• Schwaber, K., & Sutherland, J. (2020). The Scrum Guide. • Highsmith, J. (2009). Agile Project Management: Creating Innovative Products (2nd ed.). Addison-Wesley. • Rigby, D. K., Sutherland, J., & Takeuchi, H. (2016). Embracing Agile. Harvard Business Review. • Denning, S. (2018). The Age of Agile. AMACOM. • Project Management Institute (latest edition). Agile Practice Guide.

Anticipatory governance: policy, ethics and adaptative systems

Course Coordinator	**GALVES-ORJOL Aurore**	**Email: aurore.galves-orjol@bsb-education.com**
Academic Department:	Digital Management	
Campus:	Lyon	
Pre-requisites :	General awareness of current AI developments; no legal or philosophy background required.	

LEARNING OBJECTIVES

- Analyze the ethical, societal and environmental implications of an AI or digital technology deployment.
- Compare governance approaches across organizations, sectors or jurisdictions.
- Evaluate an organization's exposure to ethical and regulatory risk in a given AI use case.
- Critically assess trade-offs between innovation speed and responsible AI deployment.
- Interpret key regulatory frameworks and obligations relevant to AI governance and Apply anticipatory governance principles to foresee emerging ethical and regulatory challenges.
- Design an AI governance framework incorporating compliance, accountability and risk management mechanisms.

DESCRIPTION

This course equips future managers to anticipate and navigate the ethical, societal and regulatory implications of AI and digital technologies. Rather than treating ethics as an afterthought, the course frames anticipatory governance as a strategic capability : the ability to foresee emerging regulatory requirements, societal concerns such as bias, surveillance and labor displacement, and environmental impacts including the energy and resource consumption of AI systems, before they become crises. Students examine major ethical frameworks applied to AI, covering fairness, accountability, transparency and explainability, study key regulatory developments, and learn to design organizational governance mechanisms such as AI ethics committees, impact assessments and escalation procedures appropriate to an organization's risk profile. The course uses real and disguised case studies spanning societal, human and environmental dimensions of AI to develop critical judgment rather than checklist compliance. The capstone case study requires students to analyze the ethical stakes of a real or fictional AI deployment and propose a governance framework balancing innovation, compliance and responsibility.

- From reactive compliance to anticipatory governance; overview of societal, human and environmental dimensions of AI ethics; introducing the capstone case.
- Algorithmic bias and fairness frameworks; accountability and transparency principles; societal trust in AI systems.
- Impact of AI on labor and autonomy; human-in-the-loop requirements; dignity and human oversight principles.
- Energy and resource consumption of AI infrastructure; sustainability trade-offs of large-scale AI deployment; environmental responsibility principles
- Overview of risk-based AI regulatory frameworks; sectoral obligations; anticipating future regulatory trajectories.
- Governance mechanisms such as ethics committees, impact assessments and escalation procedures; balancing innovation and responsibility..

Assessments	
Teaching Method	The course follows a case-based seminar format combining short conceptual framing on ethical frameworks and the regulatory landscape with in-depth case discussion across societal, human and environmental dimensions of AI ethics. Structured debates surface tensions between innovation and responsibility, and a governance-design workshop allows students to apply frameworks practically to the capstone case rather than treating ethics abstractly. • Case studies: the core method, spanning three ethical dimensions • Debates: innovation versus responsibility tensions • Workshop: governance framework design • Research activity: regulatory landscape mapping Teaching Resources • Case studies on AI ethics incidents spanning societal, human and environmental dimensions • Regulatory texts and summaries, including risk-based AI regulation frameworks • Academic articles on AI ethics and governance • AI governance framework templates • Environmental impact reports on AI infrastructure Outils pédagogiques : DVD - Support Vidéo. Cas. Autres. Revue. Support de cours. Ouvrage

Automation with low code

Course Coordinator	**GALVES-ORJOL Aurore**	**Email: aurore.galves-orjol@bsb-education.com**
Academic Department:	Digital Management	
Campus:	Lyon	
Prerequisites:	No coding background required; basic digital literacy and comfort navigating software interfaces.	

LEARNING OBJECTIVES

Develop and deploy automated business processes using no-code/low-code tools to optimize operational efficiency and productivity. - Analyse a business process to identify tasks suitable for low-code automation. Compare low-code platforms based on functionality, cost and organizational fit. - Apply trigger-action logic and conditional rules to design an automated workflow. - Design data connections and integrations between business applications using a low-code platform. - Evaluate the performance and reliability of an automated workflow against defined indicators. - Critically assess the boundaries between simple automation, AI-enabled automation and full autonomy. - Develop a stable, documented automation addressing an identified operational inefficiency. - Demonstrate and defend the chosen automation during the challenge final

DESCRIPTION

This course equips students to design and deploy automated business workflows using no-code and low-code platforms, without requiring traditional software development skills. Students learn to map business processes, identify automation opportunities, and translate them into functioning workflows using visual, drag-and-drop automation tools. The course covers trigger-action logic, data connectors and integrations between business applications, basic conditional logic, and testing and debugging practices adapted to no-code environments. Particular attention is paid to choosing the right level of automation: distinguishing tasks suited to simple automation from those requiring more sophisticated AI or agentic solutions covered in other modules, and to documenting workflows for handover and maintenance. The capstone project requires each student to individually design, build and document on a working automation using a low-code tool of their choice among those introduced in class, addressing a real or realistic organizational inefficiency. The course emphasizes operational efficiency, productivity gains and the democratization of automation capability within organizations.

- Process-mapping basics; identifying repetitive, rule-based tasks suited to low-code automation; overview of the low-code platform landscape and platform selection.
- Trigger-action architecture; basic conditional logic; platform interface walkthrough.
- Connectors and integrations between business applications; data mapping and field matching; handling different data formats.
- Branching logic, filters and conditions; multi-step workflow design; avoiding workflow fragility.
- Testing strategies for no-code automations; common failure points; logging and error handling within low-code constraints.
- Distinguishing rule-based automation from AI-enabled and agentic solutions; when to escalate beyond low-code, cross-referenced to Generative AI Management and Autonomous Systems.
- Defining performance indicators such as time saved, error reduction and throughput; documentation standards for handover and maintenance.
- Live demonstration standards; comparative discussion of platform choices and lessons learned across the cohort.

Teaching Method	The course is fully workshop-based: each session builds practical skill on a chosen low-code platform through guided, then independent, exercises. Early sessions introduce platform mechanics through structured tutorials; later sessions shift to independent project work with instructor coaching and peer troubleshooting. The course favors learning-by-building over conceptual lecturing, with short framing inputs limited to process-mapping and platform-selection logic. • Workshops: guided platform tutorials • Applied exercises: incremental workflow building • Individual project: capstone automation • Peer troubleshooting sessions: debugging support and knowledge sharing Teaching Resources • Access to one or more low-code/no-code automation platforms • Sample business datasets and application accounts for practice integrations • Process-mapping templates • Platform documentation and tutorials • Vendor comparison matrices

Autonomous Systems (LLM's, Agentic AI, Robotics)

Course Coordinator	**GALVES-ORJOL Aurore**	**Email: aurore.galves-orjol@bsb-education.com**
Academic Department:	Digital Management	
Campus:	Lyon	
Prerequisites:	No coding background required; basic digital literacy and comfort navigating software interfaces.	

LEARNING OBJECTIVES

Design a multidisciplinary, collaboratively deployed solution involving autonomous components.

- Distinguish automation from autonomy in organizational AI deployments. - Analyse the architecture of agentic AI systems, including perception, planning, action and memory.
- Design a functional agentic system concept addressing an identified organizational need
- Apply task-allocation principles to distribute work between human supervisors and autonomous components.
- Evaluate the performance, supervision and failure-handling mechanisms of a multi-agent or robotic system
- Critically assess the organizational risks of deploying autonomous systems, including loss of control and accountability gaps.
- Develop a synthesis note on managing autonomous systems within an organizational structure

DESCRIPTION

This workshop-intensive course introduces students to autonomous and agentic AI systems, software agents and robotic systems capable of pursuing goals with limited human intervention from a managerial design and integration perspective. Students learn to distinguish automation, which is rule-based and fixed-task, from autonomy, which is goal-directed and adaptive, and explore the building blocks of agentic systems, including perception, planning, action, memory and multi-agent coordination, without requiring programming expertise. Through hands-on workshops, students experiment with simple agentic AI configurations and a robotics challenge, gaining direct experience of how autonomous components can be combined into organizational solutions. They will access the creative lab to develop, code, design and produce a robot. The course addresses the managerial questions central to deploying autonomous systems: task allocation between human and machine, supervision and override mechanisms, performance monitoring and failure handling. The capstone deliverable combines a synthesis note on integrating and managing autonomous systems in organizations with a hands-on robotics workshop culminating in a team challenge (Battle Bot).

- Defining autonomy versus automation; levels of autonomy from assisted to partial to full; overview of the agentic AI and robotics landscape; course and challenge brief.
- Core components of agentic architectures; single-agent versus multi-agent systems; introduction to LLM-based agents.
- Coordination patterns in multi-agent systems; task decomposition and allocation between agents and humans; supervision architectures.
- Basic robotics concepts - sensors, actuators, control loops - at a managerial level; use cases of robotics in operations and services; introduction to the robotics challenge.
- Monitoring autonomous system performance; designing fallback and override mechanisms; accountability and failure-handling protocols.
- Final integration of agentic/robotic components; connecting the hands-on experience to organizational deployment principles

Teaching Method	**The course follows a workshop-dominant format built on two practical strands: agentic AI configuration exercises using accessible no-code agent-building tools, and a robotics challenge using simple programmable robotic kits or simulation software. Short conceptual briefings frame each workshop. The course closes with a team robotics challenge requiring task-allocation and supervision principles to be applied under time pressure, followed by a debrief connecting the experience to organizational design questions.** • **Workshops : agentic system configuration** • **Simulation : robotics challenge** • **Group project : multi-agent or robotic solution concept** • **Applied exercise : task-allocation design Teaching Resources** • **No-code/low-code agentic AI building platforms** • **Programmable robotics kits or robotics simulation software** • **Academic and practitioner articles on agentic AI and human-machine teaming** • **Case studies of multi-agent deployments in industry**

Fintech / Human resources

Course Coordinator	**GALVES-ORJOL Aurore**	**Email: aurore.galves-orjol@bsb-education.com**
Academic Department:	Digital Management	
Campus:	Lyon	
Prerequisites:	No coding background required; basic digital literacy and comfort navigating software interfaces.	

LEARNING OBJECTIVES

- Analyse AI use cases across core business functions, including finance, HR, marketing and operations.
- Evaluate the business benefits, limitations and risks of a specific AI application in a given function.
- Apply a structured ROI and risk assessment framework to an AI use case.
- Design process-level recommendations for AI-enabled optimization of a business function.
- Evaluate the business benefits, limitations and risks of a specific AI application in a given function.
- Compare AI adoption patterns and maturity across different business functions.
- Critically assess the change management and human-oversight requirements for AI deployment in business processes.
- Develop a concise, decision-ready white paper communicating AI-enabled improvement recommendations.

DESCRIPTION

AI in Business examines how artificial intelligence is transforming core organizational functions, from finance to human resources, marketing and operations. Building on the strategic and maturity-focused perspective developed in AI in organization, this course moves function-by-function to analyze concrete AI use cases, their business value, limitations and implementation challenges. Students study real examples of AI deployment in each function - AI-assisted recruitment screening, robo-advisory in finance, demand forecasting in operations, conversational AI in customer service - and learn to critically evaluate them in terms of return on investment, operational risk and change management needs. A central theme is moving beyond enthusiastic use-case description toward critical, decision-ready analysis: every case examined must be assessed for measurable business impact, implementation risk and the level of human oversight required. The deliverable asks students to analyze frictions in a real business process, in HR or finance, and produce a concise white paper proposing an AI-enabled improvement, accompanied by an individual critical note addressing risks, ROI assumptions and change management.

- Overview of AI applications across HR, finance, marketing, operations and customer service; introducing the white paper capstone brief and process selection.
- AI-assisted recruitment screening, workforce analytics and performance prediction; algorithmic bias risks in HR decisions.
- AI in credit scoring, fraud detection, robo-advisory and financial forecasting; regulatory and trust considerations.
- Personalization engines, conversational AI and chatbots, AI-driven customer segmentation (light touch, cross-referenced to Big data & Customer insights); ROI measurement challenges.
- Demand forecasting, predictive maintenance and intelligent automation in operations, at an introductory level (deep-dive reserved for Supply chain smart optimization).
- Process friction mapping methodology; identifying bottlenecks suited to AI intervention versus simple automation (distinction with Automation with low code).
- From friction diagnosis to solution design; change-readiness assessment; defining oversight and human-in-the-loop requirements.
- Presenting AI-enabled improvement proposals to a panel; cross-function synthesis discussion on recurring critical success factors.

Assessments	
Teaching Method	The course follows a workshop-dominant format built on two practical strands: agentic AI configuration exercises using accessible no-code agent-building tools, and a robotics challenge using simple programmable robotic kits or simulation software. Short conceptual briefings frame each workshop. The course closes with a team robotics challenge requiring task-allocation and supervision principles to be applied under time pressure, followed by a debrief connecting the experience to organizational design questions. • Workshops : agentic system configuration • Simulation : robotics challenge • Group project : multi-agent or robotic solution concept • Applied exercise : task-allocation design Teaching Resources • No-code/low-code agentic AI building platforms • Programmable robotics kits or robotics simulation software • Academic and practitioner articles on agentic AI and human-machine teaming • Case studies of multi-agent deployments in industry
References	

Generative AI Management

Course Coordinator	**GALVES-ORJOL Aurore**	**Email: aurore.galves-orjol@bsb-education.com**
Academic Department:	Digital Management	
Campus:	Lyon	
Prerequisites:	Basic familiarity with generative AI tools (e.g., having used a chatbot-style assistant). Advanced prompting & API integration is a useful companion module but not mandatory.	

LEARNING OBJECTIVES

Respond to a problem and bring innovative contributions in order to develop new knowledge.

- Analyse organizational needs to identify high-value generative AI use cases.
- Workshop : brainstorm and map use cases for the capstone organization.
- Evaluate generative AI use cases against feasibility, risk and value-creation criteria.
- Apply a generative AI governance framework addressing confidentiality, intellectual property and hallucination risks.
- Design a standardized, repeatable method for integrating generative AI into an organizational process
- Critically assess the organizational change and capability requirements for scaling generative AI.
- Develop a generative AI strategy proposal with a defined implementation roadmap.
- Defend a generative AI strategy proposal persuasively to a non-technical audience.

DESCRIPTION

Generative AI Management addresses the managerial, strategic and organizational implications of generative AI and large language models. The course moves beyond personal productivity use of generative tools to focus on how organizations can systematically identify, prioritize and govern generative AI use cases at scaling. Students explore frameworks for use-case identification and prioritization, value-capture models, organizational enablement in terms of skills, governance and tooling, and the risks specific to generative AI, including hallucination, intellectual property exposure, data confidentiality and brand or reputational risk. The course emphasizes designing repeatable, standardized methods rather than one-off experimentation, so that generative AI initiatives can scale across an organization. Through a structured project, students develop a generative AI strategy or working method for a real or simulated organization, culminating in a written deliverable and an oral defense in front of a panel, mirroring an internal innovation pitch.

- How generative AI differs from prior AI waves; capabilities and limitations relevant to managers, without technical model architecture; course roadmap and project brief.
- Use-case taxonomy covering content generation, summarization, code assistance, customer interaction and knowledge management; sourcing internal use-case ideas.
- Prioritization frameworks based on value/effort and risk-adjusted value; building a standardized scoring methodology.
- Hallucination and factual reliability; intellectual property and copyright exposure; data confidentiality and shadow AI usage; reputational risk.
- From pilot to scale; designing repeatable workflows and guardrails; roles and responsibilities, including AI champions and governance committees.
- Upskilling strategies; managing employee anxiety and resistance; incentive design for responsible generative AI use
- Structuring an executive-ready strategy report; defining success metrics and an implementation roadmap.
- Standards for pitching innovation initiatives to leadership; synthesis of recurring success factors and risk patterns across teams' projects.

Teaching Method	**The course alternates between strategic frameworks - use-case prioritization, value mapping, governance models - and applied workshops where students test generative AI tools against real business tasks to ground their strategic thinking in direct experience. A guest speaker from an innovation or AI governance function presents an internal generative AI rollout case. The course culminates in a project-based oral defense format that mirrors an internal innovation committee pitch.** - **Workshops: use-case identification and prioritization** - **Applied exercises: hands-on testing of generative AI against business tasks** - **Group project: generative AI strategy proposal** - **Presentation/defense: panel-style pitch mirroring an innovation committee review Teaching Resources** - **Academic and practitioner articles on generative AI adoption** - **Generative AI tools for in-class experimentation** - **Use-case prioritization canvas** - **Generative AI governance checklist templates** - **Case studies of early corporate generative AI rollouts**

Growth marketing

Course Coordinator	**GALVES-ORJOL Aurore**	**Email: aurore.galves-orjol@bsb-education.com**
Academic Department:	Digital Management	
Campus:	Lyon	
Prerequisites:	Basic marketing fundamentals (the 4Ps, the customer funnel). Big data & Customer insights is recommended to ground data-driven growth practice.	

LEARNING OBJECTIVES

- Analyse a customer funnel using the AARRR framework to identify priority growth bottlenecks
- Apply growth hypothesis design and prioritization frameworks, such as ICE or RICE, to a growth strategy
- Develop a data-driven acquisition and conversion strategy aligned with defined growth metrics.
- Design an A/B testing and experimentation program for a digital product or service
- Evaluate the cost-efficiency and scalability of digital acquisition channels.
- Develop a data-driven acquisition and conversion strategy aligned with defined growth metrics
- Develop operational, deployable growth recommendations for a real or simulated organization
- Critically assess the risks of experimentation-led growth tactics, including short-termism and metric gaming.

DESCRIPTION

Growth marketing introduces a data-driven, experimentation-led approach to designing and steering digital growth strategies. Students learn to manage the full customer funnel, acquisition, activation, conversion, retention and referral, summarized by the AARRR framework and to apply rapid experimentation methods such as A/B testing, growth hypothesis design and prioritization frameworks to optimize funnel performance. The course covers digital acquisition channel fundamentals, conversion rate optimization principles, retention and lifecycle marketing tactics, and the design of structured experimentation programs. Unlike traditional brand or campaign marketing, growth marketing is framed as an iterative, metrics-driven discipline closely tied to product and data teams. Through a structured project, students design a digital growth strategy for a real or simulated product or service, including a prioritized experimentation roadmap and a funnel metrics dashboard concept, culminating in an operational, deployable set of recommendations.

- Growth marketing versus traditional marketing; the AARRR funnel; introducing the project brief and product/service context.
- Digital acquisition channel landscape; cost-per-acquisition and scalability trade-offs; channel-fit analysis.
- Activation metrics; conversion rate optimization principles; identifying funnel drop-off points
- A/B testing methodology; statistical validity basics for managers; common pitfalls such as peeking and underpowered tests
- Retention and churn-prevention tactics; referral program design; lifecycle/CRM marketing integration.
- Prioritizing experiments using ICE/RICE; structuring an operational, deployable growth strategy document

Teaching Method	**The course is project-based and structured around the AARRR funnel, with each session tackling one funnel stage through a combination of framework input and applied workshop. Students iterate a single growth strategy project throughout the course, simulating a growth team's sprint-based way of working. A light experimentation simulation, designing and reading a simulated A/B test, anchors the course's data-driven ethos.** - **Workshops: funnel diagnosis and strategy design per stage** - **Applied exercises: A/B test design and prioritization** - **Group project: full growth strategy with experimentation roadmap** - **Case studies: illustrative growth programs Teaching Resources** - **Growth marketing frameworks (AARRR, ICE/RICE prioritization)** - **Digital acquisition channel benchmarks** - **An A/B testing simulation tool or dataset** - **Case studies of growth marketing programs in subscription, e-commerce and app-based businesses** - **A growth strategy canvas template**

Supply chain smart optimization

Course Coordinator	**GALVES-ORJOL Aurore**	**Email: christelle.havard@bsb-education.com**
Academic Department:	Digital Management	
Campus:	Lyon	
Prerequisites:	Basic operations management concepts (inventory, logistics flows); no specialized supply chain certification required.	

LEARNING OBJECTIVES

Model and optimize logistics chains using analytical and AI techniques to improve performance, resilience and sustainability.

- Compare optimization approaches across different supply chain configurations and industries.
- Analyze logistics flows to identify friction points and optimization opportunities. - Apply demand forecasting and inventory optimization concepts to a supply chain case.
- Evaluate AI and automation tools relevant to route, network and inventory optimization.
- Design supply chain resilience measures anticipating disruption scenarios.
- Develop strategic recommendations balancing efficiency, resilience and sustainability trade-offs. And critically assess the risks and limitations of predictive and automated supply chain tools

DESCRIPTION

This course explores how analytics and artificial intelligence can optimize supply chain performance, resilience and sustainability. Students learn to model and diagnose logistics flows, identify friction points such as bottlenecks, demand-supply mismatches and inventory inefficiencies, and evaluate AI-enabled optimization levers including predictive demand forecasting, inventory optimization, route and network optimization, and supply chain risk anticipation. The course balances efficiency considerations with resilience and sustainability imperatives, addressing how AI and automation can help organizations anticipate disruptions such as supplier failure, demand shocks or geopolitical risk, rather than merely optimizing for cost. Using a real or disguised supply chain case, students conduct a structured friction-point analysis, evaluate relevant AI and automation tools, and develop strategic recommendations that explicitly weigh efficiency gains against resilience and sustainability trade-offs. The capstone deliverable is a case study report combining a friction-point and optimization-opportunity analysis with recommendations and a critical discussion of points of vigilance, such as over-reliance on predictive models or supplier transparency limits.

- Overview of supply chain analytics and AI optimization levers; efficiency versus resilience versus sustainability framing; introducing the running case.
- Friction-point diagnosis methodology; common bottleneck types, including capacity, information and coordination; demand-supply mismatch analysis.
- Predictive demand forecasting concepts; inventory optimization trade-offs, including safety stock, service level and cost; forecasting error and its operational impact.
- Route and network optimization concepts; warehouse and logistics automation; overview of AI-enabled optimization tools.
- Supply chain risk anticipation; resilience strategies such as diversification, buffer stock and scenario planning; guest practitioner session on a real AI-enabled optimization initiative.
- Structuring final recommendations balancing efficiency, resilience and sustainability; identifying points of vigilance such as model over-reliance and data/supplier transparency limits.

Assessments	
Teaching Method	The course is case-centered, combining short conceptual inputs on supply chain analytics and AI optimization levers with progressive case-based workshops, in which students build a full friction-point diagnosis and optimization proposal for a single running case across the module. A guest practitioner from a supply chain or operations function shares a real-world AI-enabled optimization initiative. The course closes with a structured critical discussion of points of vigilance, reinforcing nuanced, non-naive recommendation-making. • Case study: a core running case across the module • Workshops: friction diagnosis and optimization design • Applied exercises: demand forecasting and inventory trade-off analysis • Critical discussion session: points of vigilance Teaching Resources • Supply chain case studies, real or disguised, covering manufacturing, retail or distribution contexts • Academic and practitioner articles on supply chain analytics and resilience • Industry reports on AI in supply chain · Process-mapping and friction-diagnosis templates • Demand forecasting datasets for applied exercises
References	

FRENCH AND CULTURE COURSES

FRANÇAIS ET CULTURE



BSB
BURGUNDY SCHOOL OF BUSINESS

Français Langue Etrangère (French language)

Course Coordinator	**Iryna TALPAIN**	**Email: iryna.talpain@bsb-education.com**
Academic Department:	Languages and Culture	
Campus:	Dijon	

LEARNING OBJECTIVES

Level 1 (= niveau débutant+) : Entraîner aux 4 compétences et dispenser un enseignement linguistique et culturel. Maîtriser de structures syntaxiques et de formes grammaticales courantes et développer un répertoire de vocabulaire correspondant à des besoins concrets ; d'agir et d'interagir sur des sujets personnel et public dans un environnement quotidien.
Level 2 (= intermédiaire) : Entraîner aux 4 compétences et dispenser un enseignement linguistique et culturel. Renforcer et d'enrichir les compétences linguistiques et socio culturelles. Enseigner du français langue étrangère à visée professionnelle. A apprendre à l'étudiant de parler de ses études, de son travail, de ses projets ; d'agir et d'interagir sur des sujets personnel et public dans un environnement professionnel.
Level 3 (= natifs/bilangues et C1-C2) : Un perfectionnement de la langue française.

Assessments	▪ Individual continuous assessment - Cours - Grand amphithéâtre 100%
Teaching Method	▪ Apprentissage "blended": face-à-face + auto-apprentissage avec la plateforme en ligne Global Exam + feedback permanent

Intercultural Communication

Course Coordinator	**Iryna TALPAIN**	**Email: iryna.talpain@bsb-education.com**
Academic Department:	Languages and Culture	
Campus:	Dijon	

LEARNING OBJECTIVES

To facilitate social integration of foreign students at BSB through a better understanding of the cultural differences between France and their home countries To increase awareness of differences among business people (values, customs, traditions, etc.) from other cultures to pave the way for successful intercultural management and communication To respect other cultures within an international context To make students more communicative in a foreign culture and team building To learn how to lead global organizations with a diversity of profiles To show the importance of inclusive language

DESCRIPTION

Foreign culture and communication: foreign students will be mixed in the class to share their experiences and are asked to understand other cultures. They can therefore approach intercultural management during the sessions through exercises and situations from other cultures. Main topics: Intercultural management, communication in a foreign culture and team building. Inclusive language. Cultural differences.
Each class: lectures, discussions, critical incidents, role plays, case studies, group communication via Teams, mini-tests & assignments via Forms A group project followed by a group presentation (e.g. a FlipGrid video) Topics: Culture shock, values and heroes, discrimination, cultural differences and communication in Management, Inclusive language, critical incidents in management, Diversity and how to manage it, etc

Intercultural Communication

Assessments	▪ Group continuous assessment - Cours - Grand amphithéâtre 30% ▪ Individual continuous assessment - Cours - Grand amphithéâtre 40% ▪ Individual continuous assessment - Cours - Grand amphithéâtre 30% ▪ Group continuous assessment - Cours - Grand amphithéâtre 30% ▪ Individual continuous assessment - Cours - Grand amphithéâtre 40%
Teaching Method	▪ As interactive as possible. ▪ A hybrid case-study and intercultural simulation model
References	BERNARD Jean-Pierre (2014), Cross-cultural management : a French perspective, [S.l.] : Emotion primitive, 111.73 BER HOFSTEDE Geert (2010), Cultures et organisations : comprendre nos programmations mentales, Paris : Pearson Education, 111.73 HOF AOUN Joseph (2004), Gérer les différences culturelles : pour communiquer plus efficacement avec les diverses cultures du monde, [S.l.] : MultiMondes, 111.73 AOU GOULVESTRE Laurent (2008), Les clés du comportement à l'international, La Plaine Saint-Denis : AFNOR (Association française de normalisation), 222.34 GOU

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