

# **MSc Sustainability Performance & Management Control**

September 2024 – April 2025



**CODE:** Tbc

**Titre du cours /Course title:** SYSTEM THINKING, COMPLEXITY AND STRATEGY

**Term:** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Jean-Baptiste Jouffray/ Dan Evans

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This course aims at illustrating the mechanics of complex systems to understand natural, human and financial environments. This serves as a basis to develop a performant and sustainable strategy

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- Understand system-thinking and its usefulness in corporate sustainable strategy
- Discover models used to articulate organizations' links to natural and social environment
- Articulate methods to achieve a successful strategic planning process

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Complex systems
- Systemic
- Missions and goals
- Strategic planning

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Conferences
- Group work
- Exercises and Case studies

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies prior to the class in order to work on them in groups.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- MEADOWS, Donella H. *Thinking in systems: A primer*. chelsea green publishing, 2008.
- Jouffray et al. 2021 (One Earth): The Blue Acceleration - The Trajectory of Human Expansion into the Ocean
- Folke et al. 2021 (Ambio): Our Future in the Anthropocene Biosphere

- JAY, B. et HESTERLY, William S. Strategic management and competitive advantage: Concepts and cases. 2015.

## ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

30% continuous assessment (in-class case study)

70% final individual exam

## ≡ **SEANCES /SESSIONS**

- **SESSION 1: Introduction to complexity and system thinking part 1**
  - LECTURE: 02h00
  - Complexity, system-thinking and system behaviour: principles and examples
- **SESSION 2: Introduction to complexity and system thinking part 2**
  - LECTURE: 02h00
  - Complexity, system-thinking and system behaviour: examples and characterization methods
- **SESSION 3: Introduction to complexity and system thinking part 3**
  - CASE STUDY: 02h00
  - Mapping of interactions and retroaction in a complex socio-environmental system
- **SESSION 4: System-thinking for sustainability**
  - LECTURE AND PROFESSIONAL TESTIMONY: 02h00
  - Roles and impacts of business in global transformations. Science-business cooperation examples
- **SESSION 5: System-thinking for sustainability**
  - EXERCISE: 02h00
  - Building up a case for science-business cooperation to tackle wicked problems
- **SESSION 6: From global to local: applying system-thinking to business**
  - LECTURE AND EXERCISE: 02h00
  - Introduction to the strategic management process.
  - Strategy-types definition, identification and criteria selection
- **SESSION 7: Strategy generation and selection**
  - LECTURE AND EXERCISE: 02h00
  - Integrating sustainability requirements to business ventures and strategy design.
  - Strategy formulation and assessment.
- **SESSION 8: Strategy generation and selection**
  - CASE STUDY: 02h00
  - Integrating sustainability requirements to business ventures and strategy design.
- **SESSION 9: Strategy implementation**
  - LECTURE AND EXERCISE: 02h00

- Roles of marketing in strategy implementation
- Sustainability co-development: partnership opportunities assessment
- **SESSION 10: Strategy execution**
  - LECTURE: 02h00
  - Using organizational procedures to support and execute the strategy
- **SESSION 11: Strategy monitoring**
  - LECTURE: 02h00
  - Management control tools to monitor strategy implementation and results
- **SESSION 12:**
  - CASE STUDY: 02h00
  - Developing an adapted management control system to monitor and evaluate a strategy

**CODE:** Tbc

**Titre du cours /Course title:** ENVIRONMENTAL AND SOCIAL IMPACT ASSESMENT AND ACCOUNTING

**Term:** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers** Souad Taïbi, Laurent Noël, José Maillet

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

Apprehend environmental assessment methods

Understand how the state of biodiversity can be assessed

Experiment global performance evaluation through multicapital accounting models

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Environmental Life Cycle Assessment
- Social Life Cycle Assessment
- Socio-Economic Footprint
- Economic valuation
- Multicapital accounting

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Group work
- Exercises and Case studies
- Professional testimonials

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies prior to the class in order to work on them in groups.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- UN – Millennial Ecosystem Assessment
- <https://ipbes.net/>
- <https://www.financeforbiodiversity.org/>
- <https://doc.agribalyse.fr/documentation-en/>

### ≡ MODALITES D'EVALUATION /EVALUATION METHODS

30% continuous assessment (in-class case study)

70% final individual exam

## ≡ SEANCES /SESSIONS

- **SESSION 1: Environmental Life Cycle Assessment (ELCA)**
  - LECTURE AND EXERCISE: 02h00
  - This first of three sessions on ELCA introduces the key steps, concepts and quality criteria to conduct an ELCA
- **SESSION 2: Environmental Life Cycle Assessment**
  - CASE STUDY: 02h00
  - Case study on ELCA calculation and decision-making
- **SESSION 3: Environmental Life Cycle Assessment**
  - LECTURE AND EXERCISE: 02h00
  - Linking Planetary Boundaries (PB) and ELCA: Defining a safe and just operating budgets for organisations : adapting standard LCA to evaluate impacts on PB. Understand and Experiment with the available downscaling methods.
- **SESSION 4: BIODIVERSITY FOOTPRINT ASSESSMENT**
  - LECTURE: 02h00
  - Presentation of Biodiversity international frameworks and technical aspects of its valuation
- **SESSION 5: BIODIVERSITY FOOTPRINT ASSESSMENT**
  - CASE STUDY AND PROFESSIONAL TESTIMONY: 02h00
  - Case study introducing the calculation of organizational pressures on Biodiversity
  - Testimony and real-life practice presentation by a professional specializing in biodiversity footprint assessment
- **SESSION 6: SOCIAL LCA (SLCA)**
  - LECTURE: 02h00
  - This first session on SLCA introduces the key steps, concepts and quality criteria to conduct an SLCA
- **SESSION 7: SOCIAL LCA**
  - LECTURE AND EXERCISE: 02h00
  - Presentation of SLCA databases and exercise on SLCA design
- **SESSION 8: SOCIAL LCA**
  - CASE STUDY: 02h00
  - Case study of an organization using SLCA to drive its social impact assessment
- **SESSION 9: SOCIO ECONOMIC FOOTPRINT**
  - LECTURE AND EXERCISE: 02h00
  - Presentation of the socio-economic footprint calculation method. Application of the method on a simplified case
- **SESSION 10: MONETIZATION OF ENVIRONMENTAL AND SOCIAL IMPACTS**
  - LECTURE: 02h00

- Advanced analysis of externalities value calculation. Comparison to alternative monetization methods.
- **SESSION 11: MULTICAPITAL ACCOUNTING**
  - LECTURE AND EXERCISE: 02h00
  - Presentation of multicapital accounting models and framework for selecting the right method for an organization
- **SESSION 12: MULTICAPITAL ACCOUNTING**
  - CASE STUDY: 02h00
  - Calculation for the same company of various multicapital models.

**CODE:** Tbc

**Titre du cours /Course title:** ETHICS AND GOVERNANCE

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Jean-Luc Castro/ Carine Girard

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This course aims at introducing key ethics issues and enabling students to identify and navigate them in their future professional life.

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- Discover environmental ethics and their implication in term of organizations responsibility
- Analyse corporate behaviours and identify ethical challenges
- Understand ethical considerations for management accounting and financial management professionals
- Understand governance models and their role in ethical management conduct

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Environmental Ethics
- Business Ethics
- Stakeholders
- Ethical Conduct
- Organization Governance

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Conferences
- Group work
- Exercises and Case studies

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies prior to the class in order to work on them in groups.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- CRANE, Andrew, MATTEN, Dirk, GLOZER, Sarah, *et al. Business ethics: Managing corporate citizenship and sustainability in the age of globalization*. Oxford University Press, USA, 2019.  
[https://knowledge-hub.audencia.com/index.php?lvl=notice\\_display&id=33180](https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=33180)



- CANNON, Tom. *Corporate responsibility: governance, compliance and ethics in a sustainable environment*. Pearson, 2012.  
[https://knowledge-hub.audencia.com/index.php?lvl=notice\\_display&id=32249](https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=32249)
- IMS, Knut J. et PEDERSEN, Lars Jacob Tynes. *Business and the Greater Good: Rethinking Business Ethics in an Age of Crisis*. Edward Elgar Publishing, 2015.  
[https://knowledge-hub.audencia.com/index.php?lvl=notice\\_display&id=31337](https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=31337)

## ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

30% continuous assessment (in-class case study)

70% final individual exam

## ≡ **SEANCES /SESSIONS**

- **SESSION 1: How do we position ourselves on Earth?**
  - LECTURE: 02h00
  - Introduction to environmental ethics and its managerial consequences
- **SESSION 2: How do we position ourselves on Earth?**
  - LECTURE: 02h00
  - Environmental principles and regulation
- **SESSION 3: How do we position ourselves on Earth?**
  - CASE STUDY: 02h00
  - Analyse decision-making tools to identify the environmental ethics behind them
- **SESSION 4: How do businesses position themselves in society?**
  - LECTURE: 02h00
  - Introduction to business ethics
- **SESSION 5: Ethical considerations for the Organization Part 1**
  - LECTURE AND EXERCISES: 02h00
  - Organizational values, ethics and stakeholders relationship
- **SESSION 6: Ethical considerations for the Organization Part 2**
  - LECTURE AND EXERCISES: 02h00
  - Building and maintaining ethical behaviors inside the organization (ethical leadership, training, code of Ethics...). Is sustainability an ethical issue?
- **SESSION 7: Ethics for the professional self**
  - LECTURE + Exercises: 02h00
  - Ethical considerations for Management Accounting and Financial Management Professionals
- **SESSION 8: From agency theory to behavioral theories of governance**
  - LECTURE: 02h00
  - From agency theory to behavioral theories of governance: historical perspective
- **SESSION 9: Governance mechanisms**
  - LECTURE AND CASE STUDY: 02h00

- Activism and shareholder engagement, internal advice, remuneration and audit.
- **SESSION 10: Evaluation, standards and codes of governance Part 1**
  - LECTURE: 02h00
  - Evaluation, standards and codes of governance. Socially responsible governance
- **SESSION 11: Evaluation, standards and codes of governance Part 2**
  - CASE STUDY: 02h00
  - Evaluation by group of the governance of one of the CAC40 companies
  - Sources: Institutional sites of companies and a local proxy consulting firm Proxinvest
- **SESSION 12: Governance and Innovation**
  - LECTURE: 02h00
  - Impacts of digital transformation on governance and value management tools

**CODE:** Tbc

**Titre du cours /Course title:** ENTERPRISE VALUATION

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☒French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Anne Fragné

## ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This module aims to deepen knowledge in financial analysis to allow the study of different methods of valuation of companies as well as the interactions of the strategic intentions of the actors with the macroeconomic, sectoral, stock market variables, etc.

## ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

At the end of this course, students will be able, depending on the context of the operation and the characteristics of the company, to determine the evaluation methods to be preferred, know how to implement them and know how to explain the differences in valuation to which they lead.

## ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Financial and strategic diagnosis of the company
- Main business valuation methods (patrimonial, intrinsic and analogical)
- Alternative valuation methods
- Valuation of start-ups

## ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Group work
- Exercises and Case studies

## ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies prior to the class in order to work on them in groups.

## ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- Koller, T., Goedhart, M., & Wessels, D. (2010). Valuation: measuring and managing the value of companies (Vol. 499). John Wiley and sons  
[https://knowledge-hub.audencia.com/index.php?lvl=notice\\_display&id=35670](https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=35670)
- Berk, J., DeMarzo, P., Harford, J., Ford, G., Mollica, V., & Finch, N. (2013). *Fundamentals of corporate finance*. Pearson Higher Education AU.

[https://knowledge-hub.audencia.com/index.php?lvl=notice\\_display&id=37218](https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=37218)

## ≡ MODALITES D'EVALUATION /EVALUATION METHODS

30% continuous assessment (in-class case study)  
70% final individual exam

## ≡ SEANCES /SESSIONS

- **SESSION 1: Presentation of valuation methods**
  - LECTURE: 02h00 LECTURE: 02h00
  - Issues and challenges of business valuation, context and actors, fundamental notions, methodology
- **SESSION 2: Pre-assessment diagnosis**
  - LECTURE: 02h00
  - Diagnosis prior to the evaluation: strategic diagnosis, financial diagnosis (standard approach to financial analysis, challenges of financial analysis, analysis of the income statement, analysis of the balance sheet, example of construction of the financial balance sheet)
- **SESSION 3: Financial diagnosis**
  - LECTURE: 02h00
  - Financial diagnosis (correction of the example of construction of the financial balance sheet, financial structure ratios, focus on the leverage effect, focus on economic profitability)
- **SESSION 4: Financial analysis exercises**
  - EXERCISES: 02h00
  - Financial analysis/interpretation of financial statements, Exercise leverage, critical analysis of the forecast business plan
- **SESSION 5: The discounted future cash flow (DCF) method Part 1**
  - LECTURE: 02h00
  - Step 1: model and project cash flows, step 2: determine the terminal value, step 3: determine a discount rate, step 4: determine the value of equity, example 1 of application
- **SESSION 6: The discounted future cash flow (DCF) method Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Second example of application, difficulties and exercises (modeling of a BP, calculation of the VT, practical case)
- **SESSION 7: Peer group multiple valuation method**
  - LECTURE: 02h00
  - Principles, creation of a comparable sample, analysis and restatement of parameters, calculation of multiples, determination of Enterprise Value (EV), examples
- **SESSION 8: Net Present value method (NPV) and Internal rate of Return (IRR)**
  - LECTURE AND EXERCISE: 02h00
  - Principles, restatements to be made, specific points
- **SESSION 9: The goodwill Method**

- LECTURE AND EXERCISE: 02h00
- Principles and valuation methods
- **SESSION 10: Assessing Start-ups**
  - LECTURE AND EXERCISE: 02h00
  - Principles, specific points and exercise
- **SESSION 11: Summary: comparing different valuation methods**
  - LECTURE: 02h00
  - Comparative review of the studied methods
- **SESSION 12: Summary: comparing different valuation methods**
  - CASE STUDY: 02h00
  - Selecting and applying valuation method on a specific case

**CODE:** Tbc  
**Titre du cours /Course title:** DECISION ANALYSIS

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Cours fait par Eric (souvent trop chargé, attention)

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This module allows you to develop the knowledge acquired during the previous semesters of management control and strategic cost management and by integrating the financial and non-financial dimensions.

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

At the end of this module, participants will have acquired:

- Cost management knowledge
- Skills in forecasting and budget management
- Experience in integrating non-financial criteria into budget and cost management

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Cost/volume/profit analysis
- Capital Budgeting
- Capital Investment analysis
- Financial analysis of the strategy

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Group work
- Exercises and Case studies

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies and prepare exercises prior to the class.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

• ANTHONY R., GOVINDARAJAN V., HARTMANN F. and al. (2021),  
Management Control Systems: European edition, McGraw Hill.  
[https://knowledge-hub.audencia.com/index.php?lvl=notice\\_display&id=38135](https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=38135)

- MERCHANT K. & VAN DER STEDE W. (2011), Management Control Systems: Performance measurement and incentives, Pearson.

### ≡ MODALITES D'EVALUATION /EVALUATION METHODS

40% continuous assessment (At home group case study)  
60% final individual exam

≡ **SEANCES /SESSIONS**

- **SESSION 1: From accounting data to cost analysis**
  - LECTURE: 02h00
  - Introduction to the course and data identification
- **SESSION 2: Marginal analysis Part 1**
  - LECTURE: 02h00
  - Costs identification
- **SESSION 3: Marginal analysis Part 2**
  - LECTURE AND EXERCISES: 02h00
  - Decision-making and course of action based on marginal analysis
- **SESSION 4: Strategic cost management Part 1**
  - LECTURE: 02h00
  - Advanced cost management strategies
- **SESSION 5: Strategic cost management Part 2**
  - LECTURE AND EXERCISES: 02h00
  - Cost management applications
- **SESSION 6: Strategic cost management Part 3**
  - CASE STUDY: 02h00
  - Case study on strategic cost management
- **SESSION 7: Budgeting and strategy**
  - LECTURE: 02h00
  - Understanding strategy-based budgeting and capital budgeting process
- **SESSION 8: Budgeting and strategy**
  - CASE STUDY: 02h00
  - Experimenting budgeting process on a company specific case
- **SESSION 9: Operating budget and income**
  - LECTURE: 02h00
  - Advanced operating budgets budget creation
- **SESSION 10: Operating budget and forecast financial statements**
  - LECTURE AND EXERCISES: 02h00
  - Advanced experience in forecast financial statement
- **SESSION 11: Working capital requirements forecast**
  - LECTURE AND EXERCISES: 02h00
  - Application of scenario analysis to working capital requirement forecast
- **SESSION 12: Final case-study application**
  - GROUP CASE STUDY: 02h00
  - Decision analysis method application

**CODE:** Tbc

**Titre du cours /Course title:** PERFORMANCE ANALYSIS

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Christian Moinard

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This module makes it possible to develop a global understanding of systems for defining, evaluating and managing financial and integrated performance. It also covers the construction of dashboard systems.

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

At the end of this module, participants will have acquired:

- Knowledge of performance management: financial, strategic and organizational framework
- The ability to build dashboard systems: identification of KPIs, Balanced Scorecard
- The skills needed to build Business Intelligence (BI) systems
- Experience in environmental and social performance measurement systems for products and organizations.

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Performance measures
- Profitability analysis
- Environmental Performance
- Social Performance
- KPI design
- Balanced Scorecard

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Group work
- Exercises and Case studies

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies and prepare exercises prior to the class.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- ANTHONY R., GOVINDARAJAN V., HARTMANN F. and al. (2021), Management Control Systems: European edition, McGraw Hill.  
<https://knowledge->



[hub.audencia.com/index.php?lvl=notice\\_display&id=38135](https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=38135)

- Laine, M., Tregidga, H., & Unerman, J. (2021). *Sustainability accounting and accountability*. Routledge.  
[https://knowledge-hub.audencia.com/index.php?lvl=notice\\_display&id=38852](https://knowledge-hub.audencia.com/index.php?lvl=notice_display&id=38852)

## ≡ MODALITES D'EVALUATION /EVALUATION METHODS

50% continuous assessment (in-class case study)

50% final individual exam

## ≡ SEANCES /SESSIONS

- **SESSION 1: From Management Control to Performance Management**
  - LECTURE: 02h00
  - Global overview of management control evolution
  - From management control tools to the package of control
  - **Case Accor: Exploring different features of Performance Management Control System**
- **SESSION 2: Performance Management – financial conditions**
  - LECTURE: 02h00
  - Financial vision of Performance Management: linking Profit / Cash Flow / ROI
  - Understanding the different dimensions of performance
  - **Case Ressources Rit !**
- **SESSION 3: Analyzing profit structure**
  - LECTURE: 02h00
  - Exploring the structure of costs
  - Calculating Break Even Point and analysing strategic dimensions related
  - **Case Securite Car**
- **SESSION 4: Cost structure and Business Plan**
  - LECTURE: 02h00
  - The question of business planification
  - Prospective and profit evolution
  - **Case MacroHard**
- **SESSION 5: Linking Profit and Cash Flow – Part 1**
  - LECTURE: 02h00
  - Identifying the cause cash flow evolution
  - Analyzing DSO, ITO, DPO
  - **Case Relation Profit – Cash Flow**
- **SESSION 6: Linking Profit and Cash Flow – Part 2**
  - LECTURE: 02h00
  - Exploring the strategic issues and their impact on cash flow
  - Financing policies and strategy
  - **Case Cash Flow evolution**

- **SESSION 7: Return on Investments and ROCE**
  - LECTURE: 02h00
  - The investment policies and their relation with performance
  - Exploring the ROCE: global analyzis and ratios to explore
- **SESSION 8: Organizational issue of performance**
  - LECTURE: 02h00
  - Organizational structures and impact on performance management
  - Aligning strategy,organization and finance
  - **Case Applix**
- **SESSION 9: Global vision of performance**
  - LECTURE: 02h00
  - The place of KPI's to control performance
  - Strategic and organizational evolution and impact on KPI's
  - **Case Gigl !**
- **SESSION 10: Overcoming the financial perspective of performance**
  - LECTURE: 02h00
  - Balanced Scorecard and multiple vision of performance management
  - The place of knowledge on performance
- **SESSION 11: Application on BSC**
  - LECTURE: 02h00
  - **Case NPM Technology and solutions**
- **SESSION 12: CST perspective of performance**
  - LECTURE: 02h00
  - CSR approaches
  - Controlling impacts and externalities
  - The role of management controlers on CSR
  - **Case L'Oréal**

**CODE:** Tbc

**Titre du cours /Course title:** ECOLOGY AND BIODIVERSITY: DYNAMICS AND ASSESMENT

**Term:** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers** Souad TAIBI, Aurélien PETITOT

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

The course will describe financial and investment concepts and techniques that are widely used in the space of financing renewable energy, nature-based and other types of impact projects.

The second part of the course will introduce the management tools used by organizations to control and report their environmental impacts.

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

Give a solid background to the students who wish to engage in impact finance.

Identify the concepts and techniques that can be leveraged to finance impact projects.

Articulate control tools to manage and report organizations' sustainability impacts

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Basics of corporate finance
- Basics of valuation
- Deal transaction management
- Equity financing, fund structures
- Debt financing
- Portfolio management
- Measuring and managing impact
- Sustainability management control
- Sustainability reporting

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

Professional testimonials

Lectures

Group work

Exercises and Case studies

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies prior to the class in order to work on them in groups.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

Audencia Business School – Msc Sustainability Performance & Management Control –  
September 2024 / April 2025

- Schoenmaker, D., & Schramade, W. (2018). *Principles of sustainable finance*. Oxford University Press.
- <https://www.accountingforsustainability.org/en/index.html>
- <https://multi-capital-performance.audencia.com/en/>

## ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

30% continuous assessment (in-class case study)  
70% final individual exam

## ≡ **SEANCES /SESSIONS**

- **SESSION 1: Introduction to impact finance**
  - LECTURE: 02h00
  - Course presentation and reminder on required financial concepts
- **SESSION 2: Basics of valuation**
  - LECTURE: 02h00
  - Valuation methodologies for impact projects
- **SESSION 3: Transaction management**
  - LECTURE: 02h00
  - Introduction to the process of designing a transaction
- **SESSION 4: Financing deals on the equity side**
  - LECTURE: 02h00
  - Introducing equity investors, fund structures and documents requirements
- **SESSION 5: Financing deals on the debt side**
  - LECTURE: 02h00
  - Key structural and commercial aspects of a debt financing, debt sizing and security package
- **SESSION 6: Running a portfolio company**
  - LECTURE: 02h00
  - Operational, legal and tax matters.
- **SESSION 7: Management Control in corporate transitions towards Sustainability**
  - LECTURE: 02h00
  - Business mutations and adaptation of management control tools
- **SESSION 8: Sustainability in planning**
  - LECTURE AND EXERCISE: 02h00
  - Budget definition and investment selection
- **SESSION 9: Sustainability in decision making: Managing products portfolio and innovation**
  - LECTURE AND CASE STUDY: 02h00

- Integrating financial and nonfinancial performance indicators to manage products portfolio
- **SESSION 10: Sustainability in controlling: Global performance management**
  - LECTURE AND EXERCISE: 02h00
  - This session will give students the opportunity to learn how to structure and implement management scorecards
- **SESSION 11: Sustainability reporting: Voluntary frameworks**
  - LECTURE: 02h00
  - Introduction to the voluntary frameworks and critical analysis
- **SESSION 12: Sustainability reporting: EU regulations and International frameworks**
  - LECTURE AND CASE STUDY: 02h00
  - Introduction to regulatory frameworks and case study on drafting a sustainability report

**CODE:** Tbc

**Titre du cours /Course title:** DATA MANAGEMENT AND COMPUTING

**Term :** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Zinnya del Villar tba

## ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This course aims at introducing data management, analysis and visualization with a focus on organization performance and the transformation of finance

## ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- Learn key principles of professional responsibility in organizations in terms of data
- Introduction to full phases of the data analytics process with a specific focus on business applications: acquiring, cleaning, archiving and processing data.
- Examine data, identify patterns and relationships in the data and communicate the results.

## ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Data acquisition
- Data analytics
- Data governance
- Information systems

## ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Conferences
- Group work
- Exercises and Case studies

## ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies prior to the class in order to work on them in groups.

## ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- Eryurek, E., Gilad, U., Lakshmanan V., Kibunguchy, A., Ashdown, J. Data Governance: The Definitive Guide (2021) O'Reilly Media, Inc.
- Petrella, A. What is Data Governance? Understanding the Business Impact (2020) O'Reilly Media, Inc.
- Feinleib, D. (2014). Big data bootcamp: What managers need to know to profit from the big data revolution. Apress.

- Densmore, J. (2021) Data Pipelines Pocket Reference. O'Reilly Media INC.
- Knafllic, C. N. (2015). Storytelling with data: A data visualization guide for business professionals. John Wiley & Sons.
- Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.

## ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

50% continuous assessment (in-class case study)

50% final individual exam

## ≡ **SEANCES /SESSIONS**

- **SESSION 1: Introduction: Overview of data and its role inside the companies**
  - LECTURE: 02h00
  - Introductory course on data use for sustainability and management control
- **SESSION 2: Building data pipelines**
  - LECTURE AND EXERCISES: 02h00
  - Data acquisition methods
- **SESSION 3: Data pipelines in action**
  - CASE STUDY: 02H00
  - Using previously studied method to acquire relevant data
- **SESSION 4: Introduction to machine learning Part 1**
  - LECTURE: 02h00
  - Introduction via the history of machine learning and AI.
- **SESSION 5: Introduction to machine learning Part 2**
  - LECTURE AND EXERCISES: 02h00
  - Introduction to classification algorithms
- **SESSION 6: Introduction to machine learning Part 3**
  - LECTURE AND EXERCISES: 02h00
  - Introduction to regression algorithms
- **SESSION 7: Financial Data Visualisation Part 1**
  - LECTURE AND EXERCISES: 02h00
  - Problem solving using data. Examine data, identify patterns and relationships in the data and communicate the results
- **SESSION 8: Financial Data Visualisation Part 2**
  - LECTURE AND EXERCISES: 02h00
  - Statistical analysis to quantify patterns and relationships that are observed in the data.
- **SESSION 9: Financial Data Visualisation Part 3**
  - LECTURE AND CASE STUDY: 02h00
  - Storytelling using data. Selection and application of data visualization method for a specific case.

- **SESSION 10: Introduction to data privacy**
  - LECTURE AND EXERCISES: 02h00
  - Privacy rights regulation
- **SESSION 11: Data governance and organizational structures Part 1**
  - LECTURE AND EXERCISES: 02h00
  - Data governance, private data use case types and governance building blocks
- **SESSION 12: Data governance and organizational structures Part 2**
  - LECTURE AND EXERCISES: 02h00
  - Key governance components, Meta data and data privacy policies



**CODE:** Tbc

**Titre du cours /Course title:** INTERNAL CONTROL AND RISK MANAGEMENT

**Term:** FALL

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Christopher Belusic

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

The course introduces the mechanisms of internal control and the management of financial, legal, environmental, social and governance risks.

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- Master the key concepts and objectives of risk management by integrating regulatory requirements on an international scale.
- Have a coherent overview of the different facets making up the risk management system.
- Know the implementation of risk management via the company's internal control system.
- Know the techniques and tools that can be used (COSO, COBIT, etc.).
- Become familiar with external audit requirements

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Internal Control
- Enterprise Risk Management.
- External risk Management.
- System controls and security measures
- Sustainability Risk Management
- External audit

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Conferences
- Group work
- Exercises and Case studies

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies prior to the class in order to work on them in groups.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

Audencia Business School – Msc Sustainability Performance & Management Control –  
September 2024 / April 2025

- Enterprise Risk Management — Integrated Framework in [www.coso.org](http://www.coso.org)
- Steven J. Root et Northrup Grumman. (2000) *"Beyond Coso: Internal Control to Enhance Corporate Governance"*, , paperback
- Grima, S., Özen, E., & Gonzi, R. D. (Eds.). (2022). *Insurance and Risk Management for Disruptions in Social, Economic and Environmental Systems: Decision and Control Allocations within New Domains of Risk*. Emerald Group Publishing.

### ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

50 % continuous assessment (in-class case study)

50 % final individual exam

### ≡ **SEANCES /SESSIONS**

- **SESSION 1: Introduction to risk management**
  - LECTURE: 02h00
  - Types of enterprise risks
- **SESSION 2: Risk identification and assessment Part 1**
  - LECTURE: 02h00
  - Structured methods to analyse risks
- **SESSION 3: Risk identification and assessment Part 2**
  - CASE STUDY: 02h00
  - Application of risk assessment method on a specific case
- **SESSION 4: Risk mitigation strategies Part 1**
  - LECTURE: 02h00
  - Sustainability-related and general risk mitigation strategies
- **SESSION 5: Risk mitigation strategies Part 2**
  - CASE STUDY: 02h00
  - Applying risk mitigation strategy to a specific case
- **SESSION 6: Internal control and fraud**
  - LECTURE AND CASE STUDY: 02h00
  - Using the fraud triangle model to analyse fraud cases and identify control mechanisms
- **SESSION 7 Internal control definition and structuration**
  - LECTURE: 02h00
  - Roles, references and structure of internal control
- **SESSION 8: Internal Control Governance and performance**
  - LECTURE AND CASE STUDY: 02h00
  - Understanding the governance members roles
- **SESSION 9: Internal control and sustainability**
  - LECTURE AND EXERCISES: 02h00
  - Structuring non-financial data internal control

- **SESSION 10: Internal control and Information System**
  - LECTURE: 02h00
  - General control design for IT system, data quality control
- **SESSION 11: Internal control and cybersecurity**
  - LECTURE AND CASE STUDY: 02h00
  - Understanding cybersecurity issues and risk management systems
- **SESSION 12: Business continuity planning**
  - LECTURE AND CASE STUDY: 02h00
  - Roles and design of business continuity planning

**CODE:** Tbc  
**Titre du cours /Course title:** INTERNAL AUDIT

**Term :** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** TBA

### ≡ **DESCRIPTION DU COURS /COURSE DESCRIPTION**

This course aims at introducing key methodologies and experiment the key steps of internal audit practices.

### ≡ **OBJECTIFS DU COURS /COURSE OBJECTIVES**

- Master the key concepts and objectives of internal audit.
- Understand the relationship between auditing and accounting.
- Know the required steps of an internal audit
- Know the techniques and tools that can be used.
- Become familiar with the international standards for the professional practice of internal auditing

### ≡ **CONCEPTS ENSEIGNES /TACKLED CONCEPTS**

- Audit Procedure
- Auditor competencies
- Process-level risk assessment
- Audit planification

### ≡ **METHODES PEDAGOGIQUES /LEARNING METHODS**

- Lectures
- Conferences
- Group project
- Exercises and Case studies

### ≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

Students will be required to read case studies prior to the class in order to work on them in groups.

### ≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

- Internal audit Foundation (2017) Internal Auditing: Assurance & Advisory Services
- Grima, S., Özen, E., & Gonzi, R. D. (Eds.). (2022). *Insurance and Risk Management for Disruptions in Social, Economic and Environmental Systems: Decision and Control Allocations within New Domains of Risk*. Emerald Group Publishing.

## ≡ MODALITES D'EVALUATION /EVALUATION METHODS

50 % continuous assessment (group project)

50 % final individual exam

## ≡ SEANCES /SESSIONS

- **SESSION 1: Introduction to internal audit**
  - LECTURE: 02h00
  - Internal audit roles and position in enterprise risk management
  - The international professional practices framework
- **SESSION 2: Managing the Internal audit function**
  - LECTURE: 02h00
  - Roles and position of internal audit function in the organization
- **SESSION 3: Business Processes and Risks Part 1**
  - LECTURE AND EXERCISES: 02h00
  - Introduction to process-mapping and how to use it to assess risks.
- **SESSION 4: Business Processes and Risks Part 2**
  - CASE STUDY: 02h00
  - Develop an audit universe for an organization and determine an annual internal audit plan based on key business risks.
- **SESSION 5: Internal audit ressources Part 1**
  - LECTURE AND EXERCISES: 02h00
  - Audit evidence and working papers
- **SESSION 6: Internal audit ressources Part 2**
  - LECTURE AND EXERCISES: 02h00
  - Data analytics and audit sampling
- **SESSION 7: Internal audit of IT**
  - LECTURE AND EXERCISES: 02h00
  - Using IT in audit practices and auditing IT
- **SESSION 8: Internal audit missions: Assurance engagement and internal consulting engagement process**
  - LECTURE AND EXERCISES: 02h00
  - Understand the steps and requirements of the engagement process
- **SESSION 9: Internal audit and functions roles**
  - CASE STUDY: 02H00
  - Auditing the Compliance and Ethics Program
- **SESSION 10: Internal audit mission: Conducting the assurance engagement**
  - LECTURE: 02h00
  - Risk analysis, Key control identification and testing.

- **SESSION 11: Internal audit mission: outcomes and follow-up**
  - LECTURE: 02h00
  - Communicating assurance engagement outcomes and performing follow-up procedures
- **SESSION 12: Performing a Blended Consulting Engagement**
  - CASE STUDY: 02H00
  - Capstone case study to apply critical analysis and scenario analysis in an internal audit situation

**CODE:** Tbc

**Titre du cours /Course title:** CMA TRAINING Part 1

**Term :** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** TBA

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This course aims at preparing the students to the Part 1 of the CMA Exam: Financial Planning, Performance, and Analytics

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- Review key-concepts covered in the Part 1 exam
- Train in MQC
- Train in Essay writing.

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- External Financial Reporting and Decisions
- Planning, Budgeting, and Forecasting
- Performance Management
- Cost Management
- Internal Controls
- Technology and Analytics

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Group work
- Multiple choice questions training
- Essay writing exercises

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to review their courses on the various Part 2 subject and take the diagnostic quiz before each class.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- CMA HANDBOOK

<https://www.imanet.org/-/media/f5f79b2b119c4c5db4344af8bceec191.ashx?la=en>

- CMA learning outcome statements

<https://www.imanet.org/-/media/471b35767b1942b3bf0792e81484dec9.ashx?la=en>

- Becker CMA Exam Review

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

30 % continuous assessment

70 % final individual exam

≡ **SEANCES /SESSIONS**

- **SESSION 1: 1A. External Financial Reporting Decisions Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on financial statements
- **SESSION 2: 1A. External Financial Reporting Decisions Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on Assets valuation and long-term assets
- **SESSION 3: 1A. External Financial Reporting Decisions Part 3**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on liabilities and equity, valuation considerations and revenue recognition
- **SESSION 4: 1D. Cost Management Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on measurement concepts
- **SESSION 5: 1D. Cost Management Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on supply chain management and business process improvement
- **SESSION 6: 1B. Planning, Budgeting and Forecasting Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on forecasting and budgeting
- **SESSION 7: 1B. Planning, Budgeting and Forecasting Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on planning and profit plan and supporting schedule
- **SESSION 8: 1C. Performance Management Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on cost and variance measure and responsibility centres
- **SESSION 9: 1C. Performance Management Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on transfer pricing and performance measures
- **SESSION 10: 1E. Internal Controls**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on governance, risks, controls and compliance



- **SESSION 11: Technology and Analytics Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on information systems and data governance
- **SESSION 12: Technology and Analytics Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on data analytics and finance transformation

**CODE:** Tbc

**Titre du cours /Course title:** CMA TRAINING Part 2

**Term :** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** TBA

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This course aims at preparing the students to the Part 2 of the CMA Exam: Financial Decision Making

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- Review key-concepts covered in the Part 2 exam
- Train in MQC
- Train in Essay writing.

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Financial Statement Analysis
- Corporate Finance
- Decision Analysis
- Risk Management
- Investment Decisions
- Professional Ethics

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Group work
- Multiple choice questions training
- Essay writing exercises

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to review their courses on the various Part 2 subject and take the diagnostic quiz before each class.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- CMA HANDBOOK

<https://www.imanet.org/-/media/f5f79b2b119c4c5db4344af8bceec191.ashx?la=en>

- CMA learning outcome statements

<https://www.imanet.org/-/media/471b35767b1942b3bf0792e81484dec9.ashx?la=en>

- Becker CMA Exam Review

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

30 % continuous assessment  
70 % final individual exam

≡ **SEANCES /SESSIONS**

- **SESSION 1: Financial Statement analysis Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on financial statement analysis and financial ratios
- **SESSION 2: Financial Statement analysis Part 2**
  - Exercises: 02h00
  - Exercises on financial ratios, profitability analysis and special issues (exchange rates, adjustments for changes in accounting treatments and earning qualities)
- **SESSION 3: 2B. Corporate Finance Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on risk and return and raising capital
- **SESSION 4: 2B. Corporate Finance Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on Long-term financial Management
- **SESSION 5: 2B. Corporate Finance Part 3**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on working capital management
- **SESSION 6: 2B. Corporate Finance Part 4**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on corporate restructuring and international finance
- **SESSION 7: 2C. Decision analysis Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on cost-volume-profit analysis and pricing
- **SESSION 8: 2C. Decision analysis Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on marginal analysis
- **SESSION 9: 2D. Enterprise risk Management**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises
- **SESSION 10: 2E. Investment Decisions Part 1**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on capital budgeting process

- **SESSION 11: 2E. Investment Decisions Part 2**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises on capital investment analysis methods, in particular Payback Period Method: Principles, specific points for discounted and nondiscounted approaches.
- **SESSION 12: 2F. Professional Ethics**
  - LECTURE AND EXERCISE: 02h00
  - Key concept review and exercises

**CODE:** Tbc

**Titre du cours /Course title:** PRINCIPLE-BASED SUSTAINABILITY TO DRIVE SUSTAINABLE CHANGE

**Term:** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Souâd Taïbi / Geoff Kendall (tbc)

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This module explores principle-based sustainability definitions, of which the future-fit framework is an application.

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- Understand principle-based sustainability definition
- Discover the Future-Fit Framework
- Understand the Sustainable Development Goals
- Learn to apply methods to evaluate the sustainability of a business-model
- Prepare for the Future-Fit Business certification

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Sustainability Principles
- Sustainable Development Goals
- Sustainability frameworks
- Sustainability Consulting
- Sustainable Business Model

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Lectures
- Group work
- Exercises and Case studies

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to read case studies prior to the class in order to work on them in groups.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- Future-Fit Business benchmark <https://futurefitbusiness.org/benchmark/>
- Broman, G. I., & Robèrt, K. H. (2017). A framework for strategic sustainable development. *Journal of cleaner production*, 140, 17-31.

- Missimer, M., Robèrt, K. H., & Broman, G. (2017). A strategic approach to social sustainability–Part 2: a principle-based definition. *Journal of cleaner production*, 140, 42-52.
- Daly, H. E. (1990). Sustainable development: from concept and theory to operational principles. *Population and development review*, 16, 25-43.
- Sustainable development Goals  
<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
- United Nations Global Compact <https://www.unglobalcompact.org/>
- <https://embeddingproject.org/resources>
- <https://sustainability-excellence.gbci.org/sea>

## ≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

50 % continuous assessment  
50 % final exam

## ≡ **SEANCES /SESSIONS**

- **SESSION 1: Sustainability international frameworks**
  - LECTURE: 02h00
  - How is sustainability defined and operationalized by regions and governments? What roles are given to organizations?
- **SESSION 2: Introduction to principle-based sustainability definition**
  - LECTURE: 02h00
  - From sustainability definitions to their operationalisation in organization. Opportunities and limits of the various options.
- **SESSION 3: Panorama of result-based sustainability frameworks**
  - LECTURE: 02h00
  - This lecture uses principle based sustainability frameworks to analyse result-based (Planetary boundaries, SDG's...) frameworks.
- **SESSION 4: Panorama of reporting-oriented sustainability frameworks**
  - LECTURE: 02h00
  - This lecture uses principle based sustainability frameworks to analyse reporting-oriented (GRI, CSRD...) frameworks.
- **SESSION 5: From management to reporting Articulating multi-level sustainability frameworks**
  - CASE STUDY: 02h00
  - Case study on the implementation and integration of result-based and reporting-oriented framework using a company's data.
- **SESSION 6: Exploring the Framework for Strategic Sustainable Development**
  - LECTURE AND EXERCISE: 02h00
  - Exploration of the process of designing a sustainability strategy using the FSSD and backcasting method.
- **SESSION 7: Future-Fit methodology**
  - LECTURE: 02h00
  - Introduction to the methodology operationalising sustainability principles for business

- **SESSION 8: Principle-based informed operations: introduction to Industrial Ecology**
  - LECTURE AND CASE STUDY: 02h00
  - Exploration of Industrial ecology as a sustainable operations design: characteristics and associated management tools
- **SESSION 9: Principle-based informed operations: Sustainable Product development**
  - LECTURE AND CASE STUDY: 02h00
  - Exploration of a sustainable product and/or service development: characteristics and associated management tools
- **SESSION 10: Sustainable change implementation**
  - LECTURE: 02h00
  - Analysis of required steps and quality insurance characteristics to conduct a sustainability consulting mission.
- **SESSION 11 and 12: Acting as a consultant to drive change towards sustainability in organizations**
  - CASE STUDY: 04h00
  - These last 2 sessions will give the participants the opportunity to design a diagnostic, action plan and management tools necessary to turn the companies in their casestudy in a future-fit benchmark. The cases will be of companies belonging to the same value-chain.

**CODE:** Tbc

**Titre du cours /Course title:** GLOBAL PERFORMANCE SERIOUS GAME

**Term :** SPRING

**Heures d'enseignement /Teaching hours:** 24 hours

**Crédits /Number of credits:** 3

**Langue d'enseignement /Teaching language:** ☒English ☐French

**Responsable de cours /Course leader:** (Filled in by Program)

**Enseignants /Speakers:** Souâd Taïbi

### ≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This module is a capstone 3-day serious game, aiming at enabling students to bring together their skills and knowledge to navigate the sustainability performance evaluation of a fictitious company they manage

### ≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- Apply management and sustainability training
- Experiment multicapital accounting tools on a real case
- Reflect on the roles of key stakeholders in an organization sustainability performance

### ≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Stakeholder interaction
- Data Collection and Analysis
- Global Performance
- Sustainability Reporting
- Investment Decisions
- Sustainable Purchasing
- Professional Ethics

### ≡ METHODES PEDAGOGIQUES /LEARNING METHODS

- Group work
- Serious Game

### ≡ TRAVAIL ATTENDU /ASSIGNMENTS

Students will be required to review their courses, enact characters and collaborate to achieve the goals given to them.

### ≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

- Serious game
- As a capstone course, all previous courses are relevant.

### ≡ MODALITES D'EVALUATION /EVALUATION METHODS



50 % continuous assessment of group deliverables  
50 % individual report delivery

≡ **SEANCES /SESSIONS**

- **SESSION 1**
  - SERIOUS GAME : 8 hours
  - During this first day, participants get accustomed with the company they have to manage, work on their strategy and discover the results of their two first rounds of decision.
- **SESSION 2:**
  - SERIOUS GAME : 8 hours
  - During this second day, participants continue implementing and evaluating their global performance, while adapting to changes in the environment of their organization. They also prepare mid-term global performance reporting.
- **SESSION 3:**
  - SERIOUS GAME : 8 hours
  - This last day is the opportunity to implement their last decisions, evaluate and share their results and learnings. The debrief period will give participants the opportunity to reflect and identify key success factors in designing and managing a future-fit business.

## ELECTIVES

### **Course title: GREEN ENERGY FINANCE**

**Teaching hours:** 24 hours

**Number of credits:** 3

**Teaching language:** ☒English

#### **COURSE DESCRIPTION**

The Paris Agreement aims at “making finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development” (Article 2 c of the Paris Agreement). This ambition requires a significant increase in funding – with new instruments and approaches required to mobilize a broad range of investors and to achieve scalability in financing climate action.

Through this course, students will explore the fundamentals of renewable energy (RE) and energy efficiency (EE) financing dimensions.

### **Course title: Leadership and coaching**

**Teaching hours:** 24 hours

**Number of credits:** 3

**Teaching language:** ☒English

#### **COURSE DESCRIPTION**

Different key topics are presented in this seminar: what leadership is and how to make a leadership contribution; the different Leadership styles, their benefits and to know when to use them; the key attributes required to lead a team; how to create, inspire and maintain successful teams; communication for developing teams; how to apply coaching skills and principles to lead teams; how to build a powerful vision for leadership development. At the end of this seminar participants will be able to assess when and how they can make a leadership contribution; they will know what the benefits of each leadership styles are and when to use them; and they will develop team coaching skills.