



# CATALOGUE



COLLEGE  
DE PARIS

# Summary

Organizations Manager

Business Unit Manager

Project Manager

Administrative and Financial Manager

Human Resources Manager

Health, Safety and Environment Manager

Head of Development and Commercial Steering

Head of Business Unit Management

System Administrator

Sales Administration and Relationship Manager

# Organizations Manager

## BLOCK 1

### ORGANIZATIONAL DESIGN AND IMPLEMENTATION

#### **C1 - Develop the strategic plan:**

Analysis of the organization in its logical operating processes; Evaluate the efficiency of its processes and adapt them; Modify processes to conform to objectives; Develop and project the digital strategy of the company: axes of digital development, impact on products, services, and function.

#### **C2 – Structuring relations between departments:**

Defining a management process; Facilitate and lead interface meetings; Present the organization's strategy

#### **C3 - Create and promote a corporate culture:**

Identify the organization's societal project; Sensitize the intermediate hierarchies so as to make them adhere to it.

#### **C4 –Corporate culture and defining social policies**

## BLOCK 2

### DEFINITION AND DRIVING OF THE STRATEGY OF AN ORGANISATION TO NATIONAL PLAN AND/ OR INTERNATIONAL

#### **C1 - Defining short- and long-term strategic objectives in line with the company's overall objectives:**

Positioning the organization's business in its history and economic environment; Analyze a market and/or environment; Position products and/or services in its market and/or environment; Assess an organization's existing business and its development directions; Anticipating changes in a given economic environment

#### **C2 - Identify ingetering staff needs and build a training plan**

**Identify production processes and areas for improvement**

**Achieving a budget forecast and identifying funding needs and sources**

## BLOCK 3

DEVELOPMENT OF AN ORGANIZATION AT THE NATIONAL AND OR INTERNATIONAL LEVEL

### **C1 - Adapt the organization's activity to market and/or societal needs:**

Establish a load plan in correlation with the overall objectives of the organization and market and/or societal needs, Size the structure

### **C2 - Design and control external communication policy:**

Define an external communication strategy; Define and control the production of communication media; Control its implementation and performance; To affirm the digital presence through communication and sales channels, and on social networks and to make it compatible with the identity of the organization; Integrating the issues (and risks) of assessments and customer feedback on the Internet

### **C3 - Supervise the management and development of the client and / or user portfolio, define action plans and negotiate objectives:**

Define the representation strategy; Identify target prospects, customers and users; Ensure loyalty and animation of the client and user portfolio; Measure the market and / or environment coverage rate; Set up data analysis and customer knowledge solutions (Big Data and CRM)

### **C4 - Negotiate and / or control commercial contracts and / or tenders:**

Identify the acts requiring a contract and / or a tender; Negotiate the terms of the contract with customers, suppliers and / or service providers; Control the drafting of contracts and their compliance with legislation and negotiated terms; Supervise the implementation of contracts and tenders

## BLOCK 4

THE LEGAL-FINANCIAL CHALLENGES OF AN ORGANIZATION

### **C1 - Establish the legal environment of an organization:**

Implement the legal calendar of the organization; Convene meetings and draft or supervise the drafting of operational and moral reports; Integrate the legal dimension on the storage and use of personal data of employees; Develop HRIS towards a service center, support for employees for their professional projects; Define a security policy for access and terminals, data storage methods, data security

## **BLOCK 4**

THE LEGAL-FINANCIAL  
CHALLENGES OF AN  
ORGANIZATION

**C2 - Design an investment plan**  
Develop a forecast budget per period  
Build a cash flow plan with measurement of achievement

**C3 - Define the major financial masses:**  
Arbitrating options between budgetary assumptions  
Using economic levers  
Negotiate bank products and commissions

## **BLOCK 5**

ENSURE THE  
INTERFACE  
ROLE BETWEEN  
TEAMS,  
MIDDLE AND TOP  
MANAGEMENT

**C1 - Application of management decisions to employees**

**C2- Representation of the unit and assuring the horizontal communication with members of other teams**

**C3 - Proposals for communication improvement (upwards, downwards and horizontal) related to the unit**

## **BLOCK 6**

TEAM  
MANAGEMENT

**C1- Coordination and control of employees missions with delegation**

**C2- Employees skills development and assessment**

**C3 - Team Performance Management**

**C4 - Maintenance of motivation and the diffusion of the organizational culture**

# Business Unit Manager

## BLOCK 1

ANALYSIS OF THE  
COMPANY'S  
ENVIRONMENT AND  
MARKETS

**C1 - Analyze the company in its internal and external environment**

**C2 - Define the scope of a market**

**C3 - Participate in market research**

**C4 - Perform competitive intelligence**

**C5 - Detect growth opportunities and risk factors**

## BLOCK 2

DEFINITION OF  
STRATEGIC  
DIRECTIONS AND THE  
OBJECTIVES OF THE  
COMPANY, ACTIVITY  
OR UNIT (OR  
COLLABORATION)

**C1 - Define strategic objectives (in volume, value, market share)**

**C2 - Define intermediate objectives (brand, product, area)**

**C3 - Define the areas of strategic activity: existing, potential and strategic from the results of the study and monitoring**

**C4 - Define the key success factors, opportunities, threats of a market**

**C5 - Diagnose the skills of a company: strengths / weaknesses**

**C6 - Decide on the creation or give up of an area of strategic activity**

**C7 - Design, write and present a Business Plan by integrating the data from a marketing survey**

**C8 - Share your strategy with different internal and external actors**

## BLOCK 3

MARKETING  
MANAGEMENT AND  
SALES DEVELOPMENT

**C1 - Braking down the strategic plan into an operational plan: developing a marketing action plan consistent with the strategy**

**C2 - Participate in the communication plan**

**C3 - Create a benchmark**

**C4 - Manage supplier relationships and monitor stocks**

### **BLOCK 3**

#### MARKETING MANAGEMENT AND SALES DEVELOPMENT

- C5 - manage commercial activity by setting up indicators
- C6 - Develop and implement a business plan
- C7 - Define quantitative and qualitative objectives for the sales team
- C8 - Optimizing the means to ensure the sales result
- C9 - Negotiate with partners (customers, providers, suppliers) to conclude a contract.
- C10 - guarantee customer loyalty and satisfaction
- C11 - develop partner networks through traditional and online methods.

### **BLOCK 4**

#### MANAGEMENT OF THE UNIT'S FINANCIAL AND MATERIAL RESOURCES

- C1 - Build and monitor provisional budgets, analyze costs, monitor the operational dashboard
- C2 - Ensure the investment / profitability ratio
- C3 - Implement procedures to collect, process, verify, record, transmit information specific to the field of financial and accounting management.
- C4 - Alert of malfunctions related to the processing of management operations
- C5 - Communicate with users, budget managers, with the other services of the establishment and with external structures
- C6 - Structure and support the implementation of new organizational procedures

### **BLOCK 5**

#### PEOPLE AND CHANGE MANAGEMENT

- C1 - Identify resources and skills
- C2 - Manage daily by adapting methods to individuals and groups
- C3 - Motivate and coordinate its teams (sales, management accounting, administration), get employees to adhere to the defined strategy
- C4 - Adhere the different teams and actors associated with the business project
- C5 - Manage a transversal project

## **BLOCK 6**

### **DIGITAL MANAGER**

**C1- Introduction to webmarketing**

**C2- Social media marketing**

**C3- SEO and paid research**

**C4- Display, advertising, programming and video**

**C5- Web analytics**

**C6- Implementing a digital strategy**

**C7- Operational running of your digital campaigns**



# Project Manager

## BLOCK 1

DEFINING, COORDINATING, ENSURING AND CONTROLLING THE PROJECT

C1 - Line up the execution of plan on the objectives of his partners

C2 - Pilot the different aspects of plan and assure the compatibility of their outputs.

C3 - Translate needs expressed by the partners of plan into concrete actions for the team plan

C4 - Validate adequacy of the deliverable of plan and the needs of the partners

C5 - Assure the quality control of plan and implementation of corrective measures

C6 - Assure the closure of plan

## BLOCK 2

DEFINE AND PLANNING ACTIVITIES, CONTROLLING THE SCHEDULE OF DUE DATES AND IDENTIFYING RISKS

C1 - Establish the working perimeter of the team plan

C2 - Plan the roll-out

C3 - Allocate resources necessary for the good execution of the plan

C4 - Control the schedule of due dates of the plan

## BLOCK 3

ESTABLISH A BUDGET, CONTROL COSTS AND ASSURE THE SUPPLY OF GOODS OR SERVICES

C1 - Set up the projected budget of the project and timing

C2 - Control the coCs of project

C3 - Identify risks of project

C4 - Manage risks of project

## **BLOCK 4**

MANAGING THE TEAM  
PLAN AND THE  
COMPETENCES OF ITS  
MEMBERS

**C1 - Recruit the members of the team plan**

**C2 - Enliven and motivate the team plan**

**C3 - Assure cohesion of the team and cooperation between its members**

**C4 - Follow and pilot the performance of the team plan**

**C5 - Work strategy**

**C6 - Pilot the selection of the suppliers and the negotiation of rates and of conditions**

## **BLOCK 5**

ASSURE THE  
COMMITMENT OF ALL  
PARTIES INTERESTED IN  
OR AFFECTED BY THE  
PLAN, AND  
COMMUNICATE THE  
INFORMATION  
RELATING TO THE  
PLAN

**C1 - Identify the stakeholders of plan and institute a dialogue with them**

**C2 - Assure the commitment of all stakeholders of the plan**

**C3 - Work out the communications strategy of the plan**

**C4 - Assure the communication of the information relating to the plan**

## **FULL PROGRAM**

PROJECT MANAGER  
SPECIALIZING IN  
INTERNATIONAL  
DEVELOPMENT

**C1- Formulating the ins and outs of international development in relation to developing countries**

**C2- mastering the techniques for identifying and formulating international development projects**

**C3- Planning and executing international development projects**

**C4- Mastering techniques for monitoring international development projects**

## FULL PROGRAM

PROJECT MANAGER  
SPECIALIZING IN  
PURCHASING AND  
PROCUREMENT

**C1- Design, structure, animate and manage the purchase function of a company or project**

**C2- Design, structure, animate and manage the procurement function of a company or project**

**C3- Design, structure, animate and manage an inventory management process for a company or project**

**C4- Understanding and implementing the principles of effective customer-supplier relationship management**

## FULL PROGRAM

DIGITAL PROJECT  
MANAGER

PROJECT MANAGER

# Administrative and Financial Manager

## BLOCK 1

PARTICIPATE IN DEFINING THE COMPANY STRATEGIC DIRECTIONS AND THEIR ASSESSMENT. MANAGE THE FINANCIAL STRATEGY

**C1 - Develop the long-term multi-year strategic plan (3 to 5 years)**

**C2 - Analyze the company's financial situation (balance sheet), analyze the profitability of the activities (income statement) and make a diagnosis on the financial health financière**

**C3 - Determine and evaluate strategic development axes in terms of risks and opportunities, in particular by analyzing and valuing merger and acquisition operations.**

**C4 - Assess the profitability of investments and choose their methods of financing.**

**C5 - Optimizing the allocation of resources in terms of long-term investments**

## BLOCK 2

PRODUCE AND GUARANTEE ACCOUNTING AND FINANCIAL INFORMATION, AND MANAGE MANAGEMENT CONTROL / MANAGE COMPUTERIZED MANAGEMENT TOOLS (DIGITALIZATION)

**C1 - Supervise and guarantee the production of financial statements (mandatory annual accounts and analytical elements); as well as the production of the consolidated accounts in compliance with the rules concerning groups of companies (in France and abroad). Organize regulatory and financial monitoring.**

**C2 - Ensure monthly management reporting, in compliance with the procedures and rules in force.**

**C3 - Optimizing taxation**

**C4 - Ensure and control financial communication to stakeholders (shareholders, banks, board of directors, financial market surveillance and control authorities, auditors, rating agencies, customers, suppliers, employees).**

**C5 - Supervise the performance of financial audits**

**C6 - Managing performance: controlling the cost of the resources used, and optimizing value creation. Control the margin.**

**C7 - Develop provisional budgets and supervise budget control**

**C8 - Supervise social management accounting in coordination with HR; evaluate and manage social performance**

**C9 - Management of accounting projects: validating purchases and managing final margins.**

### **BLOCK 3**

MANAGE SHORT-  
TERM CASH  
MANAGEMENT  
(BOTTOM OF  
BALANCE SHEET)

**C1 – Supervise short-term cash management: drawing up cash plans, setting up financing for needs, investing surpluses. excédents.**

**C2 – Managing accounts receivable et preventing payment risks: managing receivables, following delays, reflation of payments, discounts, factoring, debt selling.**

**C3 – Manage international credit and foreign exchange risk and interest rate risk.**

**C4 – Managing bank guarantees – Supervising banking partnerships**

### **BLOCK 4**

MANAGE INTERNAL  
STRUCTURES AND  
EXTERNAL RELATIONS

**C1 – Supervise and validate the recruitment of teams.**

**C2 – Direct, conduct and coordinate the accounting, Management Control, Risk Management services: organize procedures and services, recruit / Set objectives / Control efficiency, control remuneration.**

**C3 – Conducting bank and accounting audits relations**

### **BLOCK 5**

ADMINISTRATIVE  
AND FINANCIAL  
FOLLOW-UP

**C1- Database management**

**C2- Follow up of the administrative process for a customer file, from the purchase to the delivery.**

**C3- Payment Follow up: management of payment elements for orders, management of arrears, participation in the management of customer-related risks**

## **BLOCK 6**

### **MANAGEMENT OF THE UNIT'S FINANCIAL AND MATERIAL RESSOURCES**

**C1 – Build and monitor provisional budgets, analyze costs, monitor the operational dashboard**

**C2 - Ensure the investment / profitability ratio**

**C3 -Implement procedures to collect, process, verify, record, transmit information specific to the field of financial and accounting management.**

**C4 - Alert of malfuncioings related to the processing of management operations**

**C5 - Communicate with users, budget managers, with the other services of the establishment and with external structures**

**C6 - Structure and support the implementation of new organizational procedures**

# Human Resources Manager

## BLOCK 1

DEFINE, PROMOTE  
AND IMPLEMENT THE  
STRATEGIC  
MANAGEMENT OF  
HUMAN RESOURCES

C1 - Development and set up GPEC

C2 - Digital management of Human resources

C3 - Managing of remunerations

## BLOCK 2

MANAGE AND ASSURE  
JOB SECURITY AND  
PROFESSIONAL  
MOBILITY

C1 - Measure the adequacy of personnel resources with the needs of the firm

C2 - Organization of international mobility

C3 - Management of the HR Reporting

## BLOCK 3

MANAGING SOCIAL  
PERFORMANCE AND  
TRANSFORMATION

C1 - Development and implementation of strategies in the context of change

C2 - Managing the training of employees

C3 - Promoting of the commitment of employees

## BLOCK 4

GUARANTEE THE  
ADMINISTRATIVE  
MANAGEMENT OF  
PERSONNEL

C1 - Application of the legislation of job

C2 - Supervision and management of the process of pay

C3 - Development and production of the social indicators

## BLOCK 5

PROMOTE A  
COMMITMENT TO  
SOCIETY AND SOCIAL  
RELATIONS

C1 - Encourage and support social dialogue

C2 - Promote the brand image of the employer

C3 - Promote the well-being of the wage earners

C4 - Demonstrate a commitment to ethics and the

## **BLOCK 6**

### **PEOPLE AND CHANGE MANAGEMENT CONTENTS**

**C1- Identify resources and skills**

**C2 -Manage daily by adapting methods to individuals and groups**

**C3 - Motivate and coordinate its teams (sales, management accounting, administration), get employees to adhere to the defined strategy**

**C4 - Adhere the different teams and actors associated with the business project**

**C5 - Manage a transversal project**



# Health, Safety and Environment Manager

## BLOCK 1

MANAGING LEGISLATION AND ENVIRONMENTAL REGULATION

**C1 - Applications of the principles of Environmental law and 10 articles of the Charter of Environment**

**C2 - International regulation (Protocols, International Conventions), European (Regulations, Directives) and national (Laws, prescriptions decrees, orders, circulars)**

**C3 - Control the procedures for application of the environmental taxation and to calculate ROI**

**C4 - Deployment of the regulation linked to the management of energy, waste, atmospheric emissions and effluents.**

**C5 - Workmanship of the civil, administrative and criminal responsibilities of firms**

## BLOCK 2

MASTERING INDUSTRIAL LAW: ICPE AND IOTA

**C1 - Application of legislation and regulation in force (European and national) in ICPE and JOT**

**C2 - Implement and guarantee the compliance of files per ICPE / JOT and obligations of the operator**

**C3 - Identification of the impacts of natural and technological risks related to the safety of a site ICPE / JOT**

**C4 - Management of crisis situations in the event of an industrial accident**

## BLOCK 3

MASTERING LEGISLATION AND REGULATION IN HEALTH SECURITY

**C1 - Master the nine general principles of prevention**

**C2 - Master the European and national regulation in SST**

**C3 - Identification and Management of risks in SST**

**C4 - Adaptation of preventive measures**

**C5 - Establishing a Health-Security mindset**

## **BLOCK 4**

MASTER THE  
INTEGRATED SYSTEMS  
OF MANAGEMENT:  
SMS AND EMS

**C1 - Deploy a system of environmental management according to Norm ISO 14001:2015**

**C2 - Deploy a system of management of energy according to Norm ISO 50001**

**C3 - Deploy management systems of SST according to ISO 45001**

**C4 - Master SSE audit management based on ISO 19011**

## **BLOCK 5**

MANAGEMENT OF  
CORPORATE SOCIAL  
RESPONSIBILITY AND  
SUSTAINABLE  
DEVELOPMENT

**C1 - Management of strategic, economic aspects of the concept of a sustainable development**

**C2 - Deployment of Norm ISO 26000 and assessing aspects of CSR for the organization**

**C3 - Installation of a step of eco-design into a product or of a service in firm**

**C4 - Set up a plan of circular economy**

**C5 - Use of most efficient depollution techniques for air, water ground and waste.**

## **BLOCK 6**

MANAGING THE CSR /  
SUSTAINABLE  
DEVELOPMENT APPROACH

**C1 - Master the strategic and economic challenges of the concept of sustainable development. Apply the principles of SD and know the political and regulatory pressures; Know the first SD repositories: UN Global Compact; ILO principles, OECD principles; Global Reporting Initiative (GRI)**

**C2 - Set up an eco innovation approach in business by applying quantitative tools (LCA (ISO 14040), Chek-list, ESQCV etc.) Deploy internal and external communication (responsible product declarations) according to ISO 14021 standard.**

**C3 -Deploy, assess and know how to apply the seven central questions in accordance with ISO 26000 and assess the challenges of CSR for the organization; Good business practices; Consumption issues; Social commitment**

# Head of Development and Commercial Steering

## BLOCK 1

ANALYZE THE MARKET  
AND PARTICIPATE IN  
THE COMMERCIAL  
STRATEGY

C1- Opportunities and Threats identification

C2- Collaborate with the commercial strategy of the company

C3 - Define of potential markets and customer segments

## BLOCK 2

DEVELOP A CLIENT  
PORFOLIO

C1 - Developing a client portfolio through different means and preserving the profitability

C2 - Analysis and determination of potential targets

C3 - Follow up of online sales

C4 - Management of the product / service marketing and customer relationship within the customer portfolio

## BLOCK 3

MANAGE THE  
COMMERCIAL  
PERFORMANCE

C1 - Developing a commercial action plan

C2 - Analysis and determination of potential targets

C3- Analyze gaps and measure performance (ROI)

## BLOCK 4

ENSURE THE SALES  
TEAM MANAGEMENT

C1 - Facilitating face-to-face or remote/online meetings

C2 -Team Management

C3 - Recruitment the sales force / sales team

C4 - Identification of defents on the quality of customer service

# Head Of Business Unit Management

## BLOCK 1

### TEAM MANAGEMENT

C1- Coordination and control of employees missions with delegation

C2- Employees skills development and assessment

C3 - Team Performance Management

C4 - Maintenance of motivation and the diffusion of the organizational culture

## BLOCK 2

### ENSURE THE INTERFACE ROLE BETWEEN TEAMS, MIDDLE AND TOP MANAGEMENT

C1 - Application of management decisions to employees

C2- Representation of the unit and assuring the horizontal communication with members of other teams

C3 - Proposals for communication improvement (upwards, downwards and horizontal) related to the unit

## BLOCK 3

### ORGANIZATION AND MANAGEMENT OF A BUSINESS UNIT OR SERVICE

C1 - Application of procedures and activity forecasts for objectives

C2- Management of operations projects, units optimisation and profitability

C3- Allinging the business plan with the strategy

C4- Optimisation of the usage of management tools and budget control

C5- Performance Evaluation for the Unit: Dashboard, KPI's

## **BLOCK 4**

CONTROL,  
MONITORING AND  
PREVENTION OF THE  
MEANS FOR AN UNITE  
OR SERVICE

**C1- Management and control of the resources for the employees to accomplish their objectives**

**C2 - Monitoring and application of regulations for the unit compliance**

**C3- Monitoring the operational functioning of the unit or service**

**C4- Management of malfunctions, risk prevention and proposing corrective actions, as a part of the quality approach**

# Systeme Administrator

## BLOCK 1

ADMINISTER THE  
IMPLEMENTATION OF  
THE IT PROJECT

- C1 - Problem prevention
- C2 - Management of computer errors
- C3 - User support management
- C4 - Definition of the assistance process
- C5 - Systems integration
- C6 - Mobilization of necessary IT skills
- C7 - Preparation of acceptance tests
- C8 - Validation and tests
- C9 - Preparation of supporting documents
- C10 - Change management
- C11 - Team training
- C12 - Automation
- C13- Reliability of the IT system

## BLOCK 2

MAINTAIN THE  
COMPUTER SYSTEM IN  
OPTIMAL  
OPERATIONAL  
CONDITION

- C1 - IT risk prevention
- C2 - Information security management
- C3 - Monitoring the reliability of the computer system
- C4 - Information and knowledge management
- C5 - Implementation of IT resources

## BLOCK 3

EVOLVING THE  
COMPUTER SYSTEM

- C1 - Technological monitoring
- C2 - Project management
- C3 - Plannification of IT maintenance operations
- C4 - Management of compliance with IT project deadlines

# Sales Administration and Relationship Manager

## BLOCK 1

ADMINISTRATIVE  
AND FINANCIAL  
FOLLOW UP

**C1- Database management**

**C2- Follow up of the administrative process for a customer file, from the purchase to the delivery.**

**C3- Payment Follow up: management of payment elements for orders, management of arrears, participation in the management of customer-related risks**

## BLOCK 2

DEVELOP  
ADMINISTRATIVE  
ORGANIZATION  
REFLEXES

**C1 - Ensure the interface with the sales team**

**C2 - Manage shared schedules and agendas**

**C3 - Organize trips**

**C4- Dashboards follow up (reporting)**

**C5- Supply chain and stock management**

## BLOCK 3

CUSTOMER  
RELATIONSHIP  
MANAGEMENT

**c1- Developing the relation with customers when receiving, informing and advising them and ensure an assistance via phone or face-to-face**

**C2- Preparation and realization of distance sales: commercial and technical study of the customer's request, establish a quote, sell a product or service remotely, negotiate the terms of distance sales contracts, establish an order form, save the order on a software**

**C3 - Sales follow-up: solutions in the event of a malfunction, customer / prospect follow-up, customer complaint processing, analysis of the evolution of the customer portfolio**

**C4 - Participation in the sustainability of sales: loyalty operations, satisfaction studies**



COLLEGE  
DE PARIS

## Doctorate of Business Administration (DBA)



Take your career to the next level, and bring economic and social value to the international community.

The DBA program is a fully-fledged Doctoral Degree, with a focus on professional experience rather than pure academic research.

Designed to fit the candidate's professional life, the Doctorate of Business Administration will provide the necessary tools to contribute to the production of applied science in the areas of management and business administration. This is achieved through a tailor-made coaching and supervision by our doctoral faculty.

The Ascencia DBA is structured for full time professionals, as it features mostly distance work, mixed with 5 on site seminars and workshops in Paris and at our international partner institutions.

A DBA candidate is required to show his or her ability to conduct original investigations; test, apply and examine his or her own ideas as well as others, and understand the relationship between his or her theme and a wider field of knowledge.

The degree will be granted based entirely on a personal thesis of approx. 50,000 words in length (and of no less than 35,000 words). Quality of research, however, is the single most important factor for awarding the DBA degree, not length.

- **Duration: 3 years, with possible fast track options.**
- **Academic level required: Master's degree and significant professional experience**

## PROGRAM

- 1. Thesis Management Seminar**
- 2. General Research Methodology Seminar (sanctioned by a detailed research proposal based on the topic selection jointly defined by the student and the faculty)**
- 3. Quantitative Research Methods seminar**
- 4. Qualitative Research Methods seminar (sanctioned by literature review writing + specific hypothesis design (no less than 10,000 words))**
- 5. Thesis supervision (sanctioned by hypothesis testing (empirical data collection) + thesis writing (no less than 25,000 words))**
- 6. Defense preparation workshop (sanctioned by thesis defense in front of an accredited jury)**



*This training leads to a professional degree issued by Ascencia Business School and, under condition, to the title of Operational Unit Manager, certification registered at the RNCP by decree of July 7, 2017, published in the Official Journal of July 19, 2017, issued by the Association for the Collège de Paris.*

Send email with attachment: [admission@collegedeparis.fr](mailto:admission@collegedeparis.fr)  
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[www.collegedeparis.com](http://www.collegedeparis.com)





### International students - ADMISSION CHECKLIST

- Master's degree
- Detailed resume with publication if applicable
- Thesis Project Note of at least 500 words in.doc format
- At least two letters of recommendation demonstrating the candidate's ability to conduct research work that can be used by other people
- English level required: IELTS score of 6.0 or equivalent

### PREPARATION SEMINARS

Seminars are held in Paris or abroad in a partner university. Preparation can be carried out by distance under the supervision of a thesis director appointed by the Collège de Paris. The oral examination takes place in the Grande Arche de La Défense.

### SUPERVISING TEAM

- Olivier de Lagarde, PhD in Management Sciences, University of Paris Dauphine
- Josse Roussel, HDR, PhD in Management Sciences, University of Paris Dauphine
- Nicolas Tarnaud, PhD in Economics, University of Bordeaux
- Pedro Gonzalo, PhD in Management Sciences, University of Paris Dauphine
- Rabah Lahlou, PhD in Sciences at the University of Orléans and in Nuclear Research at the Ecole des Mines de Paris

### ABOUT US

*The Collège de Paris brings together higher educational centres working in various fields of French excellence. All these schools have three basic values in common: educational excellence, an international perspective, and tailor made student tutoring.*

*Accompanying our students all along their curriculum is a priority for us. Our highly trained teams will build a course structure which is best suited for each participant and that will assure the students' access to the professional world. Job offers, internships, sandwich courses: the Collège de Paris works closely with many partners so all our participants can benefit from the best that each profession can bring.*

*The Collège de Paris is a different and independent entity from THE PARIS COLLEGES and PARIS COLLEGE OF ART.*

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## **UPSILON PARIS**

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