GBBA exchange programme

Courses Outline

FALL & SPRING

Academic Year 2026-2027



em lyon business school

we are makers



Overview of the programme

School calendar 2026/2027

Fall Semester 2026

Dates	
Integration Day (mandatory attendance)	August, 31st
Courses	Start: September, 1st, 2026 End: December 18th, 2026
Final Exams	From: December, 14th, 2026 To: December, 18th , 2026

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School calendar 2026/2027

Spring Semester 2027

Dates	
Integration Day (mandatory attendance)	February, 1st, 2027
Courses	Start: February, 2nd, 2027 End: May, 28th, 2027
Final Exams	From: May, 26th, 2027 To: May, 28th, 2026

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Key points of the programme

The Global BBA, a Bachelor's programme, is designed to **prepare and arm young students to become true actors in the transformation of firms and the world of business.** It will develop both personal and professional skills that will allow you to support organizations and society throughout these mutations (mental agility, international openness ...) and **become an early maker**.

The specific key points of the Global BBA are:



A **general management programme** that enables skills development in all fields of business and provides **a 360° perspective on business issues.**



An **innovative and balanced pedagogical** programme.



An **action-learning based programme** that enables students to experimentand develop strong project-management skills.



An **initial understanding of digital technology** both from a basic technical approach and from a business perspective.



An **international dimension** which is at the heart of our academic programme and potential study tracks.

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The **highest quality of teaching and the expertise of the faculty** as recognized through the Triple Crown international accreditation achieved by the school.

Organisation of courses

🎓 Language of instruction

- English

🌎 Credit allocation

- Exchange students have to registrer to a **minimum of 30** and a **maximum of 35 ECTS per semester.**
- Please **check with the international mobility coordinator of your home institution** to confirm how many classes/hours/credits you need to validate**.**
- French language and sports courses are available for exchange students. **Those courses do not allow the validation of ECTS credits.**
- By registering in French language and sport courses, students commit to attend and participate actively during the entire semester.

🛩️ Course selection

- Each course normally accommodates between **40** and **50** students.
- Course selection will be **conducted through a survey** that will be sent to you:
  - In June/July (for the Fall semester)
  - In November (for the Spring semester)
- **Different levels of French Language courses are available** each semester. The student will be asked to evaluate his level according to the Common European Framework of Reference for Languages (CEFR) to register to a specific level for the course.
- The selected courses must be **validated by your home university** before course registration at emlyon.
- **Classes are not guaranteed** and will be allocated on a first-come, first-served basis.

⚠️ **Once the semester starts, changes or cancellations of courses will not be permitted.**

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Courses options

Business Fundamentals track : 30 up to 35 ECTS

Students may choose courses among this list :

Core courses

These core courses provide a strategic insight into business, focusing on industry analysis and managing competitive advantage

- Data & AI for Business (4ECTS)
- Performance Management (4 ECTS)
- Operations Management (4 ECTS)
- Organisational Behaviour management (4 ECTS)
- Business challenge (6 ECTS) **:** The business challenge is built around a specific issue that a single entrepreneur or SME owner-manager is facing. The starting point is an innovative project that has been identified by the entrepreneur, who requires the contribution of Y3 students to help him to imagine an appropriate business model, an appropriate organisation, and, in some cases, the required conditions for launching a MVP (minimum viable product) to test this innovation before scaling up. This learning activity is mostly organised around tutored workshops, while a few plenary sessions are dedicated to methodological frameworks: business model canvas, value proposition design, agile project management…

Elective courses

- Data analytics for Business (4ECTS)
- Legal & Economic issues of Digital platforms (4ECTS)
- Financial & Taxation Issues for Multinational Corporations (4ECTS)
- Sociology of organizations (4ECTS)
- Sales Management (4ECTS) > **only offered in Fall semester**
- Business and Market Economics: Applied Microeconomics (4ECTS) > **only offered in Fall semester**

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Major Track : 30 up to 35 ECTS

Core courses (up to 15 ECTS)

Fall / Spring semester

These core courses provide a strategic insight into business, focusing on industry analysis and managing competitive advantage

- Managing Competitive Advantage (5 ECTS): A seminar providing the general theoretical framework. It includes a group project analyzing an industry and two companies with different strategic choices. (*Cannot be taken independently alongside a major, as it lasts only two days.*

  - Managing Innovation **(2.5 ECTS)**
  - Digital Transformation **(2.5 ECTS)**
  - Operational Excellence **(2.5 ECTS)**
  - Strategic Access to Market **(2.5 ECTS)**
  - Corporate Governance **(2.5 ECTS)**
  - Business challenge **(6 ECTS) :** The business challenge is built around a specific issue that a single entrepreneur or SME owner-manager is facing. The starting point is an innovative project that has been identified by the entrepreneur, who requires the contribution of Y3 students to help him to imagine an appropriate business model, an appropriate organisation, and, in some cases, the required conditions for launching a MVP (minimum viable product) to test this innovation before scaling up. This learning activity is mostly organised around tutored workshops, while a few plenary sessions are dedicated to methodological frameworks: business model canvas, value proposition design, agile project management...

Major (20 ECTS)

Fall / Spring semester

Students must take the full major

- Managing in Tech : Innovation & Design*(Fall)*
- Digital Marketing: Leveraging Digital Tools to Grow Your Business *(Fall/Spring)*
- Developing Business in an International Environment *(Fall/Spring)*
- Finance and Control *(Fall/Spring)*

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Majors description

Digital Marketing: leveraging digital tools to grow your business

✅ Objectives

This major gives students the updates tools and methodologies in order to design and implement a digital marketing strategy in a company.

🎯 Targeted audience

Students who want to work in marketing department, or CRM departments. It can prepare also students who would like to join advertising agencies, web agencies and digital marketing consulting firms.

💡 Targeted skills & knowledge

Thanks to the four classes and the related project you will complete during the semester, this major will help you to:

- Master the principles of digital marketing strategy
- Improve the digital presence of the company
- Master the tools required to build traffic into a website
- Think about the customer relationship management through the customer journey concept
- Design different marketing automation scenario, recognise and implement different growth hacking strategies
- Design and manage a SEO campaign
- Choosing a specific social media platform based on the strategic objectives of the brand

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Digital Marketing: leveraging digital tools to grow your business

🎓 Courses

- **Digital Marketing Overview:** The course will explore the basics of marketing on the digital age, covering a range of topics that include the following: key issues of web content, usability and design; website analytics; search engine optimization; search advertising; social networking advertising; and CRM, big data and data privacy.

- **Inbound marketing:** The course enables students to think about customer relationship management through the customer journey concept. Based on the contact points, the automation or the content creation, students will design a strategic e-CRM for a digital project.

- **Search Engine Marketing and Analytics:** *(Description to come).*

- **Social Media Management**: This course enables students to understand the different strategies for social media communication. Students will learn how a brand can manage a brand community and communicate through the different social media channels (Facebook, Twitter, Instagram, LinkedIn…).

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Finance & Control

✅ Objectives

This major focuses on operational financing issues, whether deployed in financial departments of SMEs, mid-cap companies or “independent” subsidiaries of international groups. The different topics that are covered in this major also represent main skills to be developed for coverage positions in retail banking.

💡 Targeted skills

- Ability to conduct a financial diagnosis
- Ability to connect business strategy with financial value creation
- Ability to perform a strategic / financial diagnosis based on public information
- Ability to master some specific tools to design a financial strategy
- Ability to design and implement specific analysis to measure the profitability of strategic activities
- Ability to use relevant financial data to communicate the company’s strategy to different stakeholders.

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Finance & Control

🎓 Courses

- **Financial & Strategic Diagnosis:** This course is designed for students with a strong appetite for corporate finance, with a view to join a bank or the Finance department of a company in a position of credit analyst. It enables students to express an opinion on a firm's financial situation based upon historical and prospective data linking corporate strategy and finance.
- **Accounting in an International Environment:** This course will focus on consolidated financial statements: how to construct them, how they can be used as a means to give information related to the performance of groups of company.
- **Corporate Finance - Finance Strategy**: This class is an introduction to financial strategy. It will first focus on strategic value added and contributes to the analysis of different business models and their impact on the company's valuation. It also gives students some tools that are the fundamentals to design some financial strategy: debts, equities, hybrids…
- **Operating Management Control:** This course is mostly dedicated to activity-based costing and activity-based management as processes that enable companies to design management control processes totally compliant with the specificities of the value chain of the company. Moreover, it will contribute to implement the strategy.

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Developing Business in an international environment

🎯 Targeted audience

This major is dedicated to students who want to join MNCs or any company that is developing internationally and play operational roles to contribute to this international development, that is to say, mainly students who will join business development, international supply chain, international control and international projects management positions.

💡 Targeted skills

This major enables students to:

- Work in international and intercultural teams
- Contribute to international projects, using remote methodology
- Adapt to different legal, economic, and financial contexts and be quickly proactive in such different business systems
- Understand different ways of organising international groups depending on the level of integration
- Negotiate in complex international contexts

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Developing Business in an international environment

🎓 Courses

- **Team Management and Human Resources Management in an International Context:** The course is divided up into two parts. Part one will highlight the role, responsibilities, and the strategic importance of Global Human Resource Management. Part two is designed to offer students an overview of the historical evolution of Team Management and today's best practices and expectations of leadership across nations. This module is highly interactive and aims to provide some space for everyone to practice their communication skills in English.
- **International Development Strategy:** The scope of this course is a look at the main issues a company has to address when doing business in more than one country. It is mainly oriented towards companies selling in different countries, but some elements also apply to companies that buy in more than one country. It should be considered as an advanced course in international management; students must already be familiar with international business development, cross-cultural management, as well as all the functional areas of a company (organisational behaviour, human resources, marketing, finance, accounting, etc.).

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Developing Business in an international environment

- **Economics and Legal Dimensions of International Business:** The goal of this course is to familiarise yourself with some basic economic concepts and apply them in the understanding of key aspects of the financial and economic world. We shall restrict our attention to crucial factors for a firm operating internationally. At the end of this class, for example, you will have learnt how to think of exchange rate movements, how to interpret (and not mis-interpret) important economic indicators, how to think of trade agreement discussions, the economic dimensions of Foreign Direct Investment (FDI), etc.

- **International Negotiation:** Time makes our economies more global and tertiary, thus constantly creating new avenues for negotiation, both locally and internationally. Furthermore, modern, flat and/or matrix organisations, coupled with the expectations by the young generations for more empowerment, leave less room for top-down, imposed decisions. Hence, more and more decisions require negotiation for all stakeholders to reach solutions that everyone can support. It is therefore important to master the skills of negotiation, especially on the international scene. One is not born a good negotiator; such skills need to be learnt. This course will therefore address the dynamics of co-decision, the specific processes of negotiation (from preparation to analysis), different frames (value creation vs. value distribution), a set of attitudes and strategies (from cooperation to competition), and different phases (e.g. preparation – diagnosis – formula – detail). Cultural aspects, specific to international negotiations, will be treated as a background source of complexity. Based on an array of simulations, drawn from different fields, the main concepts of negotiation will be discussed, so that each participant can build his/her own method of negotiation.

Management in Tech – Innovation & Design

✅ Objectives

The creative technologist is the opposite of a specialist. He perfectly embodies the new situation of unsiloed digital jobs and cultivates his technological, creative, marketing and management skills.
The role of a creative technologist is to provide solutions that push the conventional boundaries by using new technologies, while inspiring and mobilizing teams. If prototyping and experimentation therefore shape the daily life of a creative technologist, his pedagogical and communication skills are just as essential.
The different topics that are covered in this major – web, collective intelligence, internet of things, artificial intelligence – represent main skills to be developed for applying for a creative technologist position.

💡 Targeted skills

- Ability to fast prototype innovative solution by yourself.
- Ability to lead user tests, to make choices and iterate.
- Ability to design and implement creative solutions.
- Ability to understand and identify the most relevant technologies to be implemented in a project.
- Ability to work alongside different professions such as designers, developers, engineers, etc.
- Ability to lead a technology-based project in a creative way.

💻 Website experience

You should consider having a look at our website to learn more about this major! You will find more information on the projects completed during the major with examples of past assignments. Testimonies from former students and more!

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Management in Tech – Innovation & Design

🎓 Courses

- **Collective Intelligence / Bootcamps:** An intense two-day seminar on intercultural and collective intelligence, to understand what collective intelligence is and to learn about its methods. This time in group also serves as an icebreaker, to discover the other students of the major. This will allow you to be more effective in the group work phases, to understand the other person in order to better collaborate with them on group projects. Personally, it will allow you to decondition your posture to seize the richness of the profession of creative technologist.

- **Bootcamp:** A guided event to re-employ the technical learnings from web, AI and IoT courses. Over 3 days you will visualize how different technologies can co-exist and feed into a project. It will be the opportunity to discover new javascript libraries, including P5.js, ml5.js or jhonny-five!

- **Designing with Web:** A blended course to apprehend the World Wide Web and discover its languages and tools (HTML5, CSS, JS, Databases, UX...). You will stimulate your creativity by designing web projects and learn how to lead a digital product from the idea to the prototype.

- **Connecting with IoT**: Learn how to make a connected object and why the Internet of things is such a big deal today for entrepreneurs, industries and consumers. You will discover electronics, tangible interactions, APIs and more to lead a group project with the aim of creating your own IoT at maker's lab. The third and last part is a 4 days agile sprint to reuse the knowledge you got, through a group project related to a relevant IoT context. On this part you will work in group with students of the school of arts and design of Saint-Etienne.

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Management in Tech – Innovation & Design

- **Processing with AI:** Learn the basics of AI by practice: what is a neural network, a classification, a regression but above all how to use them and implement them in solutions. This course includes online exercises and practical exercises at the makers' lab.

- **UX Research:** Over 4 weeks, discover the methods and tools of design used in the professional world. By following the double diamond approach, you will be brought to the field, to meet users of a place and to draw relevant problems from it. From this, you will prototype, test and iterate your ideas. Finally, once your project has been developed thanks to the knowledge acquired in the web, AI and IoT courses, you will present it to a jury composed of professionals and your users. Interview grid, field survey, monster prototype, user tests, will be the tools you will use and test to obtain valuable skills in user-centered design.

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If you have any questions, please contact us at the following address:

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we are makers

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