



MBA PROGRAM

SPECIALIZATIONS

Overview

7 Specializations,
in 54 hours

Tailor your HEC Paris MBA by choosing one of seven specializations offered yearly during the MBA's Customized Phase. These advanced modules allow you to focus on a specific management skillset, developing your expertise through a “set menu” of mandatory courses which includes one “backbone” class of 36 hours and six classes of 18 hours each. Seats are limited; you will receive detailed instructions during the school year explaining how to apply.



**ADVANCED
MANAGEMENT**



STRATEGY



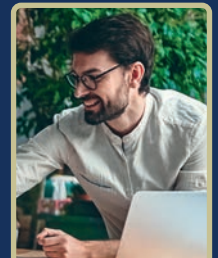
**STRATEGIC
MARKETING**



FINANCE



ENTREPRENEURSHIP



**SUSTAINABLE
& DISRUPTIVE
INNOVATION**



**DATA & AI
FOR BUSINESS
TRANSFORMATION**

ADVANCED MANAGEMENT SPECIALIZATION



Being successful within an organization, whether as a newly hired analyst, project manager, or CEO, requires an in-depth understanding of how organizations work. Effective managers and leaders must learn not only how to develop winning strategies, but also how to implement them - with the help of other people. The Advanced Management Backbone course aims at providing an in-depth orientation to the domain of organizational leadership at the group and organizational levels of analysis. It builds on the knowledge acquired in the Organizational Behavior and Leading People and Teams core courses, and directly addresses managerial issues such as motivation, conflict, power and culture. It also tackles diversity and organizational growth challenges, topics critical to effectively functioning in and leading organizations today.

WHO IS THIS SPECIALIZATION FOR?

This specialization is for those who want to develop the capacity to assume leadership and to perform in executive positions in the global workplace. This specialization is for those who are looking for a top general management position with high responsibility for people, for industry or professional services firms, for family business or scale-ups and for non-profit or governmental organizations.

SPECIALIZATION FEATURES:

An Overall, a well-balanced, advanced education in general Management with a valuable combination of leadership with business skills:

- **Managing people in groups**
- **Managing in organizations**
- **Managing organizational challenges**
- **Managing your career**

EXAMPLE COURSES INCLUDED:

- **High Growth Human Capital**
- **Corporate and Private Social Action**
- **Geopolitical Shifts & Global Consequences**
- **Global Supply Chain**
- **Thinking Strategically**
- **People and Business Performance**

STRATEGY SPECIALIZATION



This specialization introduces advanced techniques to analyze, quantify, and implement strategies leading to sustainable competitive advantage in dynamic market and nonmarket environments.

In this specialization, each module examines problems of strategy dynamics from a different level of analysis, as follows:

- **Module 1 analyzes how the evolution of business environments over time affects firm strategy.**
- **Module 2 offers a deep dive into the micro-foundations of strategy: it analyzes the dynamics of value creation and value capture in individual business transactions. In particular, it focuses on valuebased strategy and on the role of the strategist as a negotiator.**

WHO IS THIS SPECIALIZATION FOR?

This specialization is intended for participants who are targeting the following :

- **Advanced strategy formulation and technology development in corporate strategy units**
- **Strategy and technology consulting in leading companies worldwide**

- **Senior business analysts and global business development managers in large multinationals**
- **C-level executive positions with responsibilities in strategy, operations, or nonmarket policy**
- **Top management officers in start-up companies or corporate entrepreneurship roles**
- **Or for those who are aiming for a complementary training for careers in other functional areas or sectors**

SPECIALIZATION FEATURES:

- **Strategy Dynamics from a Macro Perspective - The Strategist as an Integrator**
- **Strategy Dynamics from a Micro Perspective - The Strategist as a Negotiator**
- **Challenges and recurring errors in strategy decisions**

- **Understanding decision making: Heuristics and Biases**
- **Overcoming biases to improve the quality of strategic decisions**
- **Business & Government Fundamentals**
- **Master the fundamentals of strategic formulation, strategic resilience and change management**
- **Understanding trends to explore and find new business models**

EXAMPLE COURSES INCLUDE:

- **Behavioural Strategy**
- **Business, Government and Civil Society**
- **Successful Strategy Mobilization**
- **Business Model Innovation**
- **Mergers and Acquisitions**
- **Thinking Strategically**

STRATEGIC MARKETING SPECIALIZATION



The Strategic Marketing Specialization is committed to competence building in informed decision making: Data-mining Integration of qualitative and quantitative data Integration of online and offline activities to ensure a cohesive, long- term market orientation. It focuses on developing your ability to integrate quantitative and qualitative data, while accumulating fundamental knowledge in your understanding of human behavior, so as to get the most full-blown sense of the consumer journey and develop your next best course of action.

WHO IS THIS SPECIALIZATION FOR?

This specialization is for those interested in learning how to analyze the customer journey to gain insight to build a powerful, sustainable marketing plan.

SPECIALIZATION FEATURES:

- **Managing Consumer Heterogeneity & Dynamics**
- **Anticipating Competitive Reactions**
- **Allocating Marketing Resources Optimally**
- **Data Manipulation, Descriptive Statistics, Data Visualization, Reporting**
- **Creating your own Brand Essence Statement**
- **Building a Strategic Marketing Plan**
- **Online Marketing: what is this all about?**
- **Business research process and problem definition**
- **Secondary data, Perceptual map analysis**
- **Main approaches to pricing : cost, competition, customer**

EXAMPLE COURSES INCLUDE:

- **Marketing Analytics I & II**
- **Branding**
- **Digital Marketing & Online Business Development**
- **Customer Intelligence**
- **Strategic Pricing Management**

FINANCE SPECIALIZATION



The Finance Specialization builds on previously acquired knowledge (most crucially in the core finance courses) and experience to provide MBA participants with in-depth insights into the world of finance—and to prepare them adequately for their post-MBA career (in or out the finance industry).

WHO IS THIS SPECIALIZATION FOR?

This specialization is intended for participants targeting the following job/function opportunities:

- **Financial analyst at a private bank**
- **Portfolio manager at an investment management company**
- **Relationship manager in a financial services company**
- **Investment officer at a global development institution**
- **Associate in an M&A advisory firm**
- **Senior consultant at a management consulting firm**
- **Business analyst at a consumer goods company**
- **Account manager at an IT company**
- **Project manager, economist, corporate governance analyst, entrepreneur...**

SPECIALIZATION FEATURES:

- **Deal with the main financial concepts used by corporate executives, senior bankers, financial analysts, asset managers, and entrepreneurs**
- **Select and apply relevant corporate valuation methods**
- **Know how different types of deals are negotiated and implemented in practice**
- **Understand how buy-out funds operate**
- **Learn about the structured solutions that investment banks offer to clients**
- **Understand the day-to-day reality of life as a fund manager**
- **Assess current developments in FinTech**

FOLLOWING THEMES EXPLORED:

- **Company account understanding**
- **Firm financing decision**
- **Valuation techniques**
- **Banking regulation**
- **Buy-out fund industry**
- **Value creation & liquidity routes**
- **Deal types**
- **Environmental, social and governance (ESG)**

EXAMPLE COURSES INCLUDE:

- **Advanced Corporate Finance**
- **The Legal Dimension of Mergers & Acquisitions**
- **Structured Finance**
- **Private Equity Buy-Outs**
- **FinTech**
- **Entrepreneurial Finance & Venture Capital**
- **Fund Management in Practice**

ENTREPRENEURSHIP SPECIALIZATION



The Entrepreneurship Specialization is designed to equip participants with both fundamental and practical skills for starting a venture, either within an organization or from scratch. In an intense and dynamic process, teams of 4 or 5 participants come together to create high-quality ventures in the context of the HEC eLab, an exclusive entrepreneurship lab equipped with state-of-the-art interactive technologies that stimulate creativity and communication. The venture moves forward from inception to business plan completion through hands-on exercises and challenges integrated in course work, as well as through tasks and deliverables scheduled outside of regular courses.

WHO IS THIS SPECIALIZATION FOR?

The specialization is intended for participants who aim to become an entrepreneur as they learn to commercialize an innovative idea on their own, or inside an established firm.

SPECIALIZATION FEATURES:

Throughout the specialization, you will meet experienced entrepreneurs weekly for mentoring sessions. Collaborating with external parties, such as inventors and business accelerators, will further nurture your entrepreneurial skills. Your team will be expected to elaborate a new business project around an innovative idea based on a differentiating technological advantage. Ideas may be generated by students, partner-institutions focusing on science and technology, established companies or independent inventors.

FOLLOWING THEMES EXPLORED:

- **Start a company**
- **Softskills in entrepreneurship**
- **Business model, business plan and go-to-market strategy**
- **Raise funding for your early stage company**
- **The implications of deal structures**
- **Different types of innovation**
- **The importance of experimentation**
- **Minimum viable product**
- **Growth hacking**
- **Key differences between “start-up” and “scale-up”**

EXAMPLE COURSES INCLUDE:

- **Advanced Entrepreneurship**
- **Creating Business Model & Go-to-Market Plan**
- **Meaningful Entrepreneurship**
- **Entrepreneurial Finance & Venture Capital**
- **Managing Innovation in Established Firms**
- **Zero to One for Deeptechs**
- **Design Thinking for Innovation**
- **Navigating Scale-up**

SUSTAINABLE & DISRUPTIVE INNOVATION SPECIALIZATION



The premise of the Sustainable & Disruptive Innovation Specialization is simple: you never make a business decision in a vacuum – be it political, geopolitical, social, environmental or technological. The better you understand your business environment, the better placed you are to formulate the business problem you’re trying to solve. And the better positioned you are to identify the type of transformation you, your business or your activity, or even your industry (or the industry you are advising) needs to go through in order to meet its objectives.

WHO IS THIS SPECIALIZATION FOR?

This specialization is a fit for participants targeting any industry. It seeks to teach participants how to identify transformation opportunities, spot disruption, and propose informed solutions tailored to any situation. The specialization offers participants a framework to transforming the way business and industry operate, creating more value for a wide range of actors.

Learn to determine what is likely to make some business models more successful than others in a given business environment. In doing so, this specialization will also arm you with the tools and knowledge to help assess and identify the most meaningful risks– as well as opportunities–in tomorrow’s markets.

Broken and obsolete systems that have become unsustainable for a wide range of political, social and environmental reasons are also ripe for upcycling. This specialization will help you identify opportunities in areas ready for disruption: create new business

opportunities by fixing existing structures through innovative approaches.

SPECIALIZATION FEATURES:

- **Identify and anticipate key global dynamics shaping your business environment**
- **Formulate the business objectives you are trying to address and rethink and reinvent your business model accordingly**
- **Monetize sustainability so as to transform the way businesses and industries operate so as to reconcile profitability with economic, social and environmental impact**
- **Develop analytical skills to apply up-to-date tools for doing sustainable and innovative business worldwide**
- **Design your own managerial transformation or that of your business and start forging your unique career path, striving for impact**

FOLLOWING THEMES EXPLORED:

- **Future dynamics shaping the business environment**
- **Responsible investments**
- **Environmental and social risk management**
- **The economics of climate change**
- **Sustainability in the supply chain: environment, social and societal concerns**
- **Sustainable products and services**
- **Innovative inclusive business models**
- **Crisis management techniques**

EXAMPLE COURSES INCLUDE:

- **The Changing Business Environment**
- **Crises (and Opportunities)**
- **Design Thinking for Innovation**
- **Socially Responsible Investing**
- **Climate Change Finance**
- **Sustainable Operations & Supply Chains**
- **Strategically Sustainable**

DATA & AI FOR BUSINESS TRANSFORMATION SPECIALIZATION



Building businesses based on data and artificial intelligence is crucial in today's world for organizations of any size, from startups to large ventures. They are not only a competitive advantage but became a key asset to build “data centric” companies. They also impact all the business units and apply to everything from CRM or supply chain, to industrial manufacturing and sustainability.

WHO IS THIS SPECIALIZATION FOR?

Facing an increasing number of positions requiring skills in data, this specialization answers this demand and opens access to this field. This specialization is for all students, including those without experience in data science, from all industries and sectors.

SPECIALIZATION FEATURES:

A joint effort between Hi!Paris, the Center on Data Analytics and Artificial Intelligence for Science, Business and Society created by Institut Polytechnique de Paris (IP Paris) and HEC Paris and recently joined by Inria (Centre Inria de Saclay), the specialization includes:

- **A “learning by doing” pedagogy applied through real company data projects and consulting missions mixed with the right balance of academic courses and work in teams on real data sets;**

- **The practice of tools for data analysis (Tableau, Google Data Studio, Power BI, Dataiku and HEC Paris' platform H-Factory);**
- **Understanding cutting-hedge research and applications in Data & AI with Professors from Hi!Paris.**

Students will not only have a clear understanding of challenges and use-cases, but will also acquire the skills of data analysis that they will be able to apply in the industry of their choice post-graduation.



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