

Programme Specification – Master in Management

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1. Key Facts

Programme name	Master in Management
Award ¹	<ul style="list-style-type: none"> • German Master of Science • UK MSc in Management • Spanish Master en Administración y Dirección de Empresas – Carlos III University • French Diplôme Grande Ecole * • Italian Laurea Magistrale (for pre-master students from the Turin campus only) • Polish Master of Science <p>*All students receive the French Diplôme Grande Ecole.</p>
School	ESCP Business School
Type of Study	Full time
Total UK credits	240
Total ECTS	120

2. Programme Summary

Overview

The standard duration of the programme is two years, covering four semesters of studies. It combines a rigorous foundation in core management disciplines with a wide range of specialisations offered across ESCP's European campuses. The programme is designed to equip students with the analytical skills, international perspective, and professional competencies needed to thrive in a dynamic and globalised business environment. Through a blend of academic excellence, practical experience, and multicultural immersion, the MiM prepares graduates to confidently launch and shape successful international careers across a variety of sectors.

The master's course curriculum includes:

- Core courses on the fundamental concepts, main disciplines and tools needed to understand the business environment.
- Elective courses and specialisations allow students to choose subjects of particular interest, building their career plans.

¹ Students are required to register, pay the applicable award fee, and fulfil all degree requirements

- Seminars
- Languages
- In-company work placements
- Thesis

Aims

The programme aims to:

- Provide students with solid expertise in management, reinforced by strong academic knowledge and methodology. Therefore, the programme provides students with critical knowledge and an understanding of management concepts and their application both within and outside of academia.
- Develop students' knowledge of the business world and enable them to build and test their career plans through specialised courses and work experience.
- Prepare students to work in different organisational and cultural contexts. The multicultural dimension of the education we propose and the students' vast range of academic backgrounds (such as business management, economics, engineering and social sciences) is a key to reaching this goal. Special focus is put on the European specificities of this multicultural stance, thus aiming to provide students with a strong understanding of the European cultural contingencies when working for a European organisation.
- Develop students' leadership skills to carry out projects and enable them to lead change.
- Produce graduates who are able to take on major responsibilities in tomorrow's economic environment by developing a personal and informed vision of the globalised economy.
- Enable students to introduce humanistic values into business approaches relating to European culture and identity.

Alignment with Sector-Recognised Standards (Level 7 – FHEQ)

The Master in Management (MiM) programme at ESCP Business School aligns with the expectations of the UK Framework for Higher Education Qualifications (FHEQ) at Level 7 and meets the sector-recognised standards for a master's degree qualification. The programme reflects the characteristics of master's-level study as outlined in the qualification descriptor, ensuring academic depth, critical thinking, and professional readiness. The following outcomes are evident across the programme's curriculum, assessment methods, and learning experiences:

i) Knowledge and Understanding

MiM graduates will demonstrate:

- A systematic and critical understanding of advanced knowledge in management, informed by contemporary research and international business practices.
- Mastery of key business disciplines such as finance, strategy, marketing, operations, and organisational behaviour.
- A comprehensive grasp of research and enquiry methods applicable to advanced scholarship and professional contexts.
- The ability to critically assess and apply theoretical concepts in complex, real-world situations.

ii) Application and Problem-Solving

Graduates will be able to:

- Apply relevant frameworks and tools to address business challenges, often in situations involving incomplete or uncertain information.
- Demonstrate originality and initiative in developing creative and evidence-based solutions.
- Evaluate current research and methodologies and, where appropriate, develop new approaches or hypotheses.
- Integrate academic knowledge with practical experience gained through seminars, case studies, internships, and group projects.

iii) Professional Behaviours and Communication

Graduates will exhibit:

- Autonomy, ethical judgment, and leadership in decision-making and project execution.
- The capacity to operate effectively in multicultural and interdisciplinary teams across various international settings.
- Advanced oral and written communication skills, with the ability to convey complex information to both specialist and non-specialist audiences.
- Professional conduct aligned with the values of responsibility, adaptability, and global citizenship.

iv) Transferable and Lifelong Learning Skills

Graduates will possess:

- The independence and motivation required for continuous professional development and lifelong learning.
- The ability to make sound decisions in complex and unpredictable environments.
- Strong interpersonal, analytical, and organisational skills applicable across sectors and roles.

- The capability to manage their own learning and contribute to knowledge advancement in a globalised economy.

Learning Goals

Competency Goals	Learning Objectives
CG1: To show the ability to manage existing business from knowledge/tool perspective.	LO1a: The student demonstrates deep understanding of frameworks/tools of the different management and business disciplines
	LO1b: The student chooses appropriate tools/framework, applies them, and supports his/her choice based on his/her evaluation of the situation.
	LO1c: The student demonstrates deep knowledge of how information technologies impact the different management and business disciplines.
CG2: To manage a team, an organisation and value creation in a sustainable way.	LO2a: The student evaluates with appropriate tools and frameworks Environmental issues, Social issues and corporate Governance issues.
	LO2b: The student examines a complex situation in a systemic way.
	LO2c: The student appraises ethical values in the assessment of business problems.
CG3: To contribute to change management and business.	LO3a: The student challenges existing business conduct or existing business analysis (critical thinking).
	LO3b: The student designs new solutions and new ways of doing, with creative tools and approaches.
	LO3c: The student selects and operates information processing tools in order to work efficiently - including AI-based tools.
CG4: To manage a team, an organisation and value creation in a multicultural context.	LO4a: The student interacts in different languages.
	LO4b: The student adapts and fits into a multicultural team.

3. Teaching Methodology

In class teaching

We aim to alternate learning approaches between lectures and other types of activity involving significant student participation. Lessons include examples, case studies, or student presentations, often in a European or international context. In general, student interaction is strongly encouraged, even within the framework of our formal lectures, which systematically reserve time for whole class discussion.

Virtual learning

To support more individualised tracks, ESCP can provide students with online courses allowing students to evolve autonomously building their learning according to their initial level and expectations.

Apprenticeship track

The Master in Management also provides an apprenticeship track, enabling students to alternate between periods of working within a company and studying. Therefore, it serves as a means of gaining professional experience while simultaneously pursuing academic studies.

Personal study

Students must prepare for each lecture, i.e., read from a textbook or other sources that can contribute to their understanding of the subject; prepare a case study, an applied exercise, or a presentation. Coursework is done either individually or as part of a team when it involves case studies and/or group presentations.

Group projects

These are student projects that last for longer periods. They are supported by tutorials run by ESCP permanent Faculty members.

Group work

Group work is a critical element of the programme. Applied exercises are used extensively in group learning approaches. These groups focus on three different learning dimensions: the development of managerial skills, the development of interpersonal skills and the development of cross-cultural skills. Multicultural group work and exposure to different academic cultures constitute a key component of the internationalisation process.

In-company placements and gap semesters for work experience

Students will complete in-company placements or internships to acquire professional experience. They constitute an opportunity for students to apply the knowledge and skills acquired to the business world. In addition, students also learn to adapt and respond to differing business practices in two European countries.

At the end of the first year of the master's programme, students have the option to start a gap year or a gap semester to complete more professional experience. A long internship allows some students to earn money to pay for their second-year tuition fees. Others choose to follow the apprenticeship track.

4. Assessment and Feedback

Assessment strategies

The assessment methods are driven by twin goals: to objectively evaluate the student's acquired knowledge and skills and to enable faculty to follow up on the student's progress during the course and to adapt to the learning pace of the group.

These methods also establish the link between formal learning (lectures) and applied work, between the academic content (theory) and the development of management skills (case studies, fieldwork). Such skills include time management, information management (in contexts of data scarcity and data overload), and working with others in teams.

Assessment Regulations

In order to pass the programme, students should complete the courses successfully or be exempted from the relevant courses and assessments and will, therefore, acquire the required number of credits.

- Students must achieve 40% (8/20) on the core courses final exam to consider the exam passed. Students must achieve a minimum grade of 50% (10/20) on the course as a whole, including exam grade and coursework, to consider the entire course passed.
- Please refer to module specifications for details on individual assessments.
- There is no compensation between courses.
- If a student's final grade is below 10/20, the course is considered failed, and the student must take a resit exam during the same academic year.
- There is only one resit exam per session per academic year, and the final grade awarded after the resit exam will no longer consider prior

continuous assessments, and students will be penalised on their percentile. The grade obtained after the resit exam will be included in the calculation of the GPA (not in the calculation of the percentile).

- With the exception of core and language courses, resit exams for all other courses are held during a designated resit period on the campus where the course was originally taught.
- For elective, specialisations and advanced management courses, the only opportunity to resit the exam is during the same academic year as the course.
- For core courses and languages, students are asked to indicate the ESCP Business School campus where they prefer to take their resit exams. Exams cannot be organised at a location other than the ESCP Business School campuses due to legal reasons, and it is the student's responsibility to find out the exam schedule and location. If a student's grade is below 10/20 after the resit exam, they must register for another exam during the following academic year. However, students have the option to retake the course as well. In some cases, the Board of examiners may require students to retake the entire course. In any case, students are allowed to take the resit exam if they fail the first attempt.

In brief, students are allowed to take any exam twice:

- Either via a regular exam (=1st chance) and a resit (=2nd chance)
- In the case of core courses, if the student has taken and failed their regular exam and resit exam, they may take a resit (1st chance) and a second resit (2nd chance) in the following year.
- Please note that additional tuition fees will be charged from the second fail grade onwards

Failure to pass a programme:

- If, after exhausting the resit attempts and, a student still fails a course (and therefore a Programme Stage or Programme), the student will be withdrawn from the programme.
- The withdrawal upon failure rule applies even if a student has been exceptionally admitted to the next programme stage with assessments outstanding from the previous programme stage and completed courses from the next programme stage.

Progression from 1st to 2nd year:

A student may not progress to the next Programme Stage until they have successfully passed the current Programme Stage, except in exceptional circumstances as detailed below.

- If a student has multiple failed assessments at the first attempt, an Assessment Board may offer a partial repeat year or a gap year.

- If a student has Extenuating Circumstances affecting multiple assessments, an Assessment Board may offer a repeat year or a gap year.

Please note: For the German MSc, only two resits are permitted for any course that is failed. For the Master thesis, however, students are permitted only one resit. For the UK MSc, students should pass all the 10 management courses during M1 and a maximum of one resit per course are authorised.

Feedback on assessment

Feedback is provided to support students in their learning on all assessed work (either formative or summative), including examinations and other relevant aspects of a student's performance and progress in a course. It facilitates a student's understanding of their achievement in an assessment and promotes learning and self-reflection so that a student is provided with information to help them improve performance in subsequent assessments.

Feedback comprises any comments given to students regarding their performance and progress in a course to support their learning and academic development. This can take place in formal or informal settings, e.g. in lectures or seminars, in personal tutorials, through the strategic learning environment, and during group or in-class activities.

Students who have passed their examination are permitted to view their scripts at specific times on specific dates. The Programme Office will announce these sessions in advance.

5. Award Requirements

To be awarded the master's degree, a student should have acquired the total number of credits set out in the programme specification and course outline for the master's course, that is, achieving a 50% pass mark (10/20) for each master's course. In addition, Professional experience must amount to at least 36 weeks. It includes all internships undertaken by the student, even those undertaken before entering ESCP (within a limit of 20 weeks). This professional experience can also be acquired via the apprenticeship track. Finally, students must have acquired a language level C1 and B2 in two languages other than their mother tongue. The total number of credits achieved is 120 ECTS / 240 UK credits.

The aggregate degree mark is calculated as the average of the course marks of the programme, weighted according to their credit value. Pass or fail courses as well as graded seminars are excluded from the weighting.

Students who obtain an average equal to or above 16/20 will be awarded a Distinction classification.

6. Programme Structure

The programme lasts two years (and a maximum of four years) and includes four semesters of studies.

Structure: a two-part curriculum

- The Master 1 year provides the fundamental concepts and tools needed to understand the business environment and principles of management, and one specialisation and an advanced management course in the second semester.
- The Master 2 year provides additional specialist knowledge and skills for an international career in management via various specialisation possibilities and a wide range of elective courses.

Master 1	Autumn semester	9 core courses in Berlin, London, Madrid, Paris and Turin
	Spring semester	One Advanced management course One specialisation Two seminars 2 language courses
Master 2	Autumn Semester	Specialisations, Advanced Management courses, elective courses in Berlin, Madrid, Paris, Turin; Exchange programmes at partner institutions
	Spring semester	Three seminars Thesis

In addition to the nine core courses, advanced management courses, specialisations and elective courses, the programme contains several language courses, 5 seminars (Soft Skills seminar, Designing Europe, Business Simulation Game, Digital Spark Seminar, Research Method Seminar), in-company placements, and a Master thesis.

The programme lasts a minimum of two years (four semesters excluding summer semesters).

Students may decide to take a gap year in order to gain professional experience in companies worldwide. The total programme duration must not exceed four years.

Campuses	Semester/Year of study	Curriculum	ECTS	Hours
Fully Online	Prerequisites for NON-MANAGERS Students (July- August - September)	Corporate Law		7 x 15h
		Costing and Decision Making		
		Financial Accounting		
		Quantitative Methods		
		Principles of Marketing		
		Psychology and Management		
		Operations Management		
		Fundamentals of Finance		1 x 21h
		Macro Economics and Micro Economics		1 x 30h
Berlin London Madrid Paris Turin	M1 S1	7 Core Courses		
		Organisation & Management & HR Management	6 (3 each)	32 (16 each)
		Management Control & IFRS	6 (3 each)	32 (16 each)
		Data Driven Marketing	5	24
		Corporate Finance	5	24
		Strategy	5	24
		Language 1	0.75	15
		Language 2	0.75	15
		Digital Spark Seminar	1	
		TOTAL ECTS AND HOURS FALL SEMESTER	29.5	166
Berlin London Madrid Paris Turin Warsaw	M1 S2	2 Core Courses		
		Law & Sustainability	6 (3 each)	32 (16 each)
		1 Specialisation	20	120
		1 Advanced Management Course among Topics in Economics The Art of the Deal: M&A and the Law Operations Management Human Resource Management 2 - Develop your Talent Advanced Organisation and Management - Managing Change Advanced IFRS Advanced Management course in Entrepreneurship	3	16

		Management control 2: Strategic management of performance with large groups		
		Language 1	0.75	15
		Language 2	0.75	15
		Designing Europe Seminar	1	
		TOTAL ECTS AND HOURS SPRING SEMESTER	31.5	198
	TOTAL ECTS AND HOURS M1		61	364
Berlin London Madrid Paris Turin Warsaw	M2	1 Specialisation minimum / electives / Advanced Management Course / exchange programme	38	226
		Business Game	1	
		Soft Skills Seminar	1	
		Master thesis + Research Methods Seminar	16	
		Professional experience	3	
		Possibility of Gap year or semester		
	TOTAL ECTS AND HOURS M2		59	226
	TOTAL ECTS AND HOURS MIM		120	590

Students are required to take the following core courses:

- Organisation and Management and HRM 1
- Management Control and IFRS 1
- Data Driven Marketing
- Corporate Finance
- Strategy
- Law and Sustainability

At least one advanced management course from:

- Advanced Organisation & Management - Managing Change
- Human Resource Management 2 - Develop your Talent
- Topics in Economics
- Advanced IFRS
- Operations Management
- The Art of the Deal: M&A and the Law
- Advanced Management course in Entrepreneurship
- Management control 2: Strategic management of performance with large groups

Specialisations

- Specialisations are 120 hours in duration and all take place during the Master 1 and Master 2 Year.
- Students must choose at least two specialisations out of the list below:

OP112	Sustainability Management	BERLIN
OP61	International Business (English)	BERLIN
OP62	Entrepreneurship: Technology and Digital Economy	BERLIN
OP142	Cyber Risk Management	BERLIN

OP103	Energy Transitions and Sustainability	LONDON
OP29	Business Consulting	LONDON
OP140	Strategic Asset Management	LONDON
OP104	International Business Consulting	MADRID
OP107	Real Estate	MADRID
OP30A	Marketing and Digital Strategy	MADRID
OP31	Digital Project Management 1	MADRID
OP33	Social Entrepreneurship Social Impact Entrepreneurs Option E	MADRID

OP57	Finance - English track	TORINO
OP109	Option E- Corporate Entrepreneurship	TORINO

OP01	International business and Sustainability	PARIS
OP10	Marketing Manager	PARIS
OP24	Entrepreneurship	PARIS
OP25	Management des industries culturelles et médiatiques (French)	PARIS
OP34	Stratégie et Conseil (French)	PARIS
OP56	Finance d'entreprise (French)	PARIS
OP57	Finance English track	PARIS
OP94	Law & Finance	PARIS
OP03	Marketing for Sustainable Development Models	PARIS
OP113	Affaires Publiques- Entreprises et pouvoir publics au niveau national , européen et international (French)	PARIS
OP128	Responsible Innovation in Africa (French & English)	Paris

OP100	Managing Organisations and Work in the Digital Age	BERLIN
OP63	Selling to Customers	BERLIN

OP69	CFO Option Finance, accounting and management control	BERLIN
OP98	Artificial intelligence and big data for business innovation	BERLIN
OP99	Sustainable Finance	BERLIN

OP101	Management Consulting Excellence	LONDON
OP102	Responsible Leadership	LONDON
OP26	Entrepreneurship: The Art and Science of Scaling Up	LONDON
OP40	Marketing, Creativity and Technology	LONDON
OP92	Investment Banking	LONDON
OP127	Luxury Management: Past, Present and Future	LONDON

OP104	International Business Consulting	MADRID
OP105	Digital Transformation: The Future of Work	MADRID
OP106	Artificial Intelligence and Robotics for Business	MADRID
OP108	Real Estate Spring	MADRID
OP30	Communication and New Media	MADRID
OP92M	Investment Banking	MADRID
OP115	Innovation and Family Business	MADRID
OP123	Digital Project Management 2	MADRID

OP28	Cutting Edge Strategies: Winning in the age of transformation	PARIS
OP35	Consulting Dynamics and Practices	PARIS
OP37	Management control	PARIS
OP56	Finance d'entreprise (French)	PARIS
OP58	Finance de marché (French)	PARIS
OP65	Sustainability : Rethinking business models and the corporation for social innovation	PARIS
OP67	Internet of things (IoT)	PARIS
OP71	Sport et Management (French)	PARIS
OP88	Financial and Sustainability Reporting for the CFO	PARIS
OP89	Research Analyses, impact studies and consulting	PARIS
OP90	Competition & Innovation in High Tech	PARIS
OP91	Applied Data Science	PARIS
OP92	Investment Banking- English track	PARIS
OP93	Digital transformation : Understand, contribute, manage	PARIS
OP95	Managing Oneself and Others (MOO)	PARIS
OP97	Economics and Public Policy	PARIS

OP66	Go to Market	PARIS
OP114	Green CFO	PARIS
OP126	Consumer-centric Marketing	PARIS
OP129	Finance d'Entreprise Avancée (French)	PARIS

OP57	Finance-English Track	TORINO
OP110	Food & Beverage Management	TORINO
OP92	Investment Banking	TORINO
OP59	Luxury Marketing	TORINO
OP120	Strategic Consulting for Business Transformation	TORINO
OP23	Managerial Economics and Business Strategy	TORINO
OP143	New Space Economy	TORINO

- 2 language courses the following seminars:
 - Digital Spark
 - Designing Europe
 - Business Game
 - Soft Skills
 - Research Methods

Elective courses

Students are required to select a total of 61 ECTS credits of specialisations and/or elective courses.

7. What Career Can Students Envisage?

Our career impact report shows that 100% graduates found a job within three months of graduation, with 57% employed before graduation. Additionally, 34% work outside of their home country.

Upon graduation, graduates enter various industries. The main industry sectors chosen are as follows:

- 36% in consulting
- 22% in finance
- 8% in FMCG (Fast-Moving Consumer Goods)
- 15% in technology.

Top recruiters include:

- Accenture - Amazon – Bain & Company - BCG - BNP Paribas - Deloitte - EY - KPMG - PwC - L'Oréal - Wavestone

- Our Careers Services team is available on campus to provide guidance and information on careers and work experience via placements and internships during and after the programme.

8. International study experience: dual degrees and exchange programmes

Students can decide to obtain their international study experience entirely at ESCP Business School campuses, or with a combination of campuses and an international partner institution.

During their Master 2 year, students may decide to do a management or non management degree at one of our international partner institutions over the entire academic year.

Students may also participate in an exchange programme, spending one semester at a partner university. Last year, our 90 partner universities offered more than 500 seats for exchange programmes for our Master 2 students. The list of partners is available on the Intranet: Outgoing MIM student exchange programme.

Exchange programme rules:

- Only one exchange with a partner institution is permitted (one semester).
- Students cannot go on an exchange programme in their home country.
- UK MSc in management is only compatible with graduate-level exchanges and is not compatible with any dual-degree programmes.
- Students must have fulfilled all of their Master 1 year requirements (pass all M1 exams) before they will be permitted to go on an exchange programme or double degree with an international partner institution. Otherwise, their registration will be cancelled.

Students are completely responsible for complying with these requirements when deciding upon their study track. Partner institutions only provide a limited number of places.

Student selection for these exchange programmes is based on grades at the time of application.

Please see Student Handbook for more details

9. In Company Placements

The ESCP Master in Management includes mandatory company placements, which enable students to apply the theories and techniques they have learned during their coursework. Work experience also allows students to test and develop their career plans.

The internship should be a minimum of 8-week placement within the same company or the first 8 weeks of a more extended contract or job. Work experience contracts can only start after the end of exam week.

All French Internship agreement requests and work experience registrations are managed by the Internship Department. The agreements between students, companies and schools vary from country to country. Please check the requirements in the “Professional Experience Guide”

Students may choose to take a gap semester before their final year of study to gain in-depth professional experience. These additional work placements can be undertaken in multiple companies and in various locations around the world. This opportunity often enables students to refine their career objectives and make informed decisions regarding the specialisations and electives they wish to pursue in their final year. If this option is selected, the Master in Management programme may extend to a maximum duration of four years, comprising a minimum of two years of academic study and up to four gap semesters.

After graduation, the Alumni Association also assists by aggregating job listings suitable for recent graduates and experienced alums. The career centres and Alumni Association work together to connect students and graduates with potential employers by sharing information about open positions and networking events.

10. Professional Certifications

ESCP students have the opportunity to enrol in the DSCG (Diplôme Supérieur de Comptabilité et de Gestion) through INTEC (Institut National des Techniques Économiques et Comptables). Upon enrolment, they may validate four out of the seven required modules.

11. Admissions

Entry requirements for the Master in Management

In order to enter the Master in Management, applicants have to comply with three requirements:

- Having a Bachelor's or Master's Degree in any discipline
- English fluency (level B2, advanced)
- Being an internationally-minded student with proven academic excellence

Previous work experience, mastering additional languages, and international experience are each considered a plus that will support their application.

The application process

Each application procedure starts by submitting an online application. Once completed, each application will be reviewed. If applicants are selected, they will be invited in for a motivational interview. After these are conducted, they will be notified regarding the final decision concerning their application. All decisions will be communicated by email.