

PROGRAMME SPECIFICATION
MSc in Digital Transformation Management & Leadership

KEY FACTS	
Programme name	MSc in Digital Transformation Management & Leadership
Award	DEAMIE, Diplôme d'Etudes Avancé en Management International des Entreprises (Grade de Master) An ESCP diploma, the MSc in Digital Transformation Management & Leadership
Type of study	Full time
Total ECTS	120 ECTS

SUMMARY

The MSc in Digital Transformation Management & Leadership is an ideal platform for those interested in working in digital transformation and technology projects and settings, in both corporate and start-up scenarios; including financial services, consulting, FMCG, manufacturing, marketing and other professional services affected by digital transformation.

The specialisation's award is the French Master Degree (DEAMIE) with a specialisation in in Digital Transformation Management and Leadership which covers AI, Big Data, 3D Printing, Internet of Things, Social Media, Blockchain and Robotics; as well as the processes linked to these technologies, such as automation, business analytics, project management, financing and more.

The ability to embrace digital transformation and put it to work is becoming ever more important. In a fast-changing marketplace characterised by the drive towards the Entrepreneurship in Industry 4.0, digital transformation demands a new way of working and not just new technology. Just as essential as technological know-how is leadership.

The specialisation is carefully designed to help participants prepare for key roles in the management of business innovation, allowing them to meet the increasingly important yet complex business challenges related to digital transformation and frontier technologies.

You should consider joining this degree if you want to immerse yourself in a highly practical learning environment combining company consultancy projects, practical seminars and interactive lectures. Taking a non-traditional business education approach while maintaining academic rigour, this MSc incorporates many hands-on, real-life projects to ensure you are ready to hit the ground running in the digital transformation and technology setting when you graduate.

The specialisation will also enable you with the key skills and competencies required to thrive in the future job market such as creative thinking, leadership,

emotional intelligence, complex problem-solving, critical thinking, interpersonal and communication skills, and personal brand cultivation, ensuring you stand out from the crowd in the increasingly competitive job market.

Aims

The skills, knowledge and mindset acquired during the specialisation will prepare you to enter fast-changing business environments with the essential competencies in managing and leading digital transformation.

The MSc in Digital Transformation Management & Leadership curriculum is designed to fulfil four main objectives:

- **Cognitive skills & Leadership**
Develop the key skills and competencies required for the future of work in the digital era, where certain human qualities play an increasingly important role.
- **Digital Technologies**
Get a thorough understanding of digital technologies and what impact frontier technologies have on different business operations.
- **Transformation Management**
Obtain the critical business survival kit by examining the various management tools and techniques in running transformation programmes
- **Professional Development**
Get practical experience in managing real-life digital transformation projects.

Learning Outcomes of the Programme

Competency Goals	Learning Objectives
CG1: To acquire an advanced technical expertise in the specific professional sector of the MSc	LO1a: The student masters conceptual frameworks of the field of Digital Transformation Management & Leadership
	LO1b: The student demonstrates in-depth knowledge of applied skills and toolkits for the industry of Digital Transformation Management & Leadership
CG2: To possess an operational knowledge of the specific field of the MSc	LO2a: The student demonstrates the capacity to start quickly a career in the industry of Digital Transformation Management & Leadership
	LO2b: The student applies knowledge of the best practices of Digital Transformation for problem solving of Digital Transformation Management & Leadership
CG3: To approach sustainability issues with an analytical/critical mindset	LO3a: The student takes into account sustainability issues in business context with socially responsible behaviour
	LO3b: The student analyses a complex question of Digital Transformation Management & Leadership with a constructive approach

CG4: To be able to work within a group team in a digital context	LO4a: The student develops creativity when she/he works in groups
	LO4b: The student demonstrates leadership behaviour

HOW WILL I LEARN?

Learning hours

Semester	Courses	Teaching hours	ECTS
S1	6 * 30-h Courses	180 h	30 ECTS
S2+S3	Specialisation (1/19)	450 h	56 ECTS
	+ Ethics & ESG	30 h	4 ECTS
	Research online seminar	TBD	3 ECTS
S4	Professional Master Thesis	>4 months	17 ECTS
	Internship		10 ECTS
TOTAL		660 h	120 ECTS

In-class teaching

Our aim is 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 an 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.

Personal study

To be prepared for class lectures, students need to study and prepare on their own time outside of scheduled class periods. This independent work can involve reading textbooks or other materials that help students gain a deeper understanding of the subject. This out-of-class work may be done individually or in groups.

Work placements

From July to April students must complete their Digital Placements - an in-company internship or a direct employment - for a minimum of four months. The Digital Placement is an opportunity for students to apply their leadership and management skills in practice, as well as deepen their understanding of digital technologies, transformation management and business strategy in a practical setting.

Thesis

Students are required to complete a Master thesis. The thesis is an individual project for the Master degree and must be approximately 12,000 words. It is a theory/praxis-driven investigation into a relevant business or management issue. Each student conducts the thesis under the supervision of a faculty member.

Group work

Group work is a critical element of the specialisation. 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.

The Company Consultancy Project is another key element of the specialisation. It will enable you to work hands-on, addressing digital-related business problems for a real company.

Company Consultancy Projects

These 12-week projects provide you with collaborative and intercultural work experience on a case provided by a company. In groups of four or five, students are expected to perform an in-depth analysis and make recommendations for actions that can realistically be implemented by the company.

You will learn how to approach an issue with a critical mindset, manage the expectations of the client and your team members, as well as how to react swiftly in unexpected situations with a creative and open-minded attitude. Throughout the project, your team will be guided by a tutor to ensure quality and timely delivery of results.

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment methodology

The assessment methods are driven by twin goals: to objectively evaluate the student's acquired knowledge and skills; and to enable academic staff to monitor the student's progress during the course in order to adapt the following sessions 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, field work). Such skills include time management, information management (in contexts of data scarcity and data overload), and teamwork.

Assessment methods in use

The student cohort is usually diverse in terms of nationalities and there is a considerable percentage of students with English as a second language. The tutors responsible for the modules therefore have to be very clear about the module objectives, the learning outcomes and the assessment methods to ensure that students speaking English as their second language are not disadvantaged in any way.

Each course component included in any assessment is described in detail in the course outline, and its weighting in the final assessment mark is made very clear.

The dates for the submission of programme work, projects and student presentations, which are part of the module assessment, are given at the beginning of the module.

Assessment Regulations

In order to pass the Programme, students should successfully complete the relevant modules and assessments and acquire the required number of credits.

- Students must achieve 8/20 on any module's final exam to consider the exam passed. Students must achieve a minimum grade of 10/20 on the module as a whole, including exam grade and coursework, to consider the entire module passed.
- Please refer to module specifications for details on individual assessments. Assessment criteria vary according to the module or specialisation.
- Resits: Where students do not pass the module at the first attempt, they will be offered one resit attempt. For the resit exams, the new grade shows on the transcript with an asterisk indicating the grade was obtained in a resit session.

Failure to pass a programme:

- If, having exhausted all permitted resit attempts, a student still fails a Module (and therefore a Programme Stage or Programme) the student will be withdrawn from the Programme.

Resits

A resit is a second attempt at an initial failed assessment without having to repeat the original period of teaching and learning. The resit mode may vary depending on the nature of the initial assessment. A resit is granted by the relevant Assessment Board, which also makes the final decision on resit arrangements.

Where there is more than one assessment component in a Module, an Assessment Board will make clear which assessment components they are required to resit.

A student normally has a maximum of two attempts to pass each assessment component: a first attempt and a resit. Students who have approved Mitigating Circumstances may be granted a further attempt.

In exceptional circumstances, the Assessment Board may decide to permit the student to take a second resit examination.

Examinations:

- To ensure all the different learning outcomes are evaluated in any given module, lecturers set a range of examination questions in an examination paper covering the main parts of the syllabus.
- Assessments should require participants to demonstrate a practical and integrative approach to a problem area or issue.
- It must be feasible for students with English as a second language to give the required response in any examination paper within the given time allowed.
- The examination questions should not lead to any misunderstanding especially for students with English as a second language (the addition of a mini glossary to avoid ambiguity is helpful in particular cases).

- A marking scheme presents a clear choice to students for each examination subject (with marks given to each question) to enable students to know the assessment value of each part of the examination, and to guarantee the openness of the marking system.
- As concerns resit exams for core courses, students are entitled to take the exam at whichever campus is most suitable for them.

For all core courses, final examinations are invigilated and written anonymously in number-coded examination booklets or online. Students work independently in all written examinations be they in class or online. However, some electives may require different forms of assessment as described in the course outline.

How and when will I get feedback on my assessments?

Feedback on the final exam is available in the following ways:

- Feedback can normally be expected within six weeks of the assessment
- A document prepared by professors indicating the elements which make a good examination answer will be posted on the School's e-learning platform after marks are released.
- Students who fail their examination are permitted to view their scripts at specific times on specific dates. These sessions will be announced by the Programme Office in advance.

WHAT AWARD CAN I GET?

Students will qualify for DEAMIE, *Diplôme d'Etudes Avancé en Management International des Entreprises (Grade de Master)* if they satisfy the pass requirements for all modules within the programme and achieve the total number of credits. Other students will be awarded an ESCP diploma, the MSc in Digital Transformation Management & Leadership.

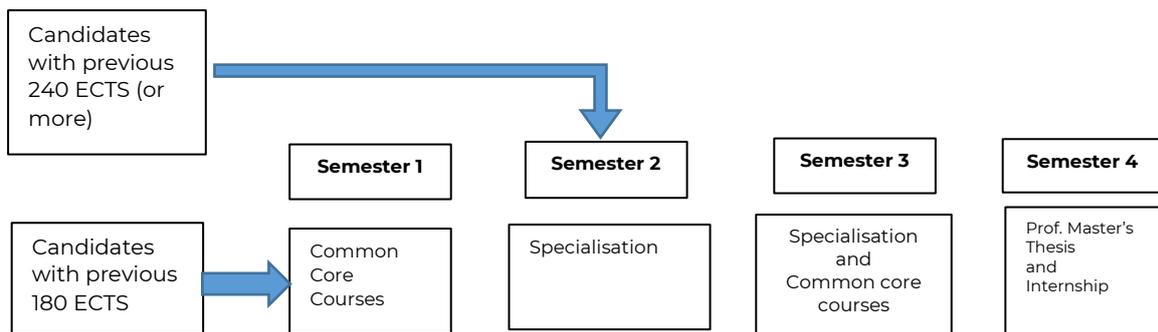
The aggregate degree mark is calculated as the average of the module marks of the programme, weighted according to their credit value. Pass or fail modules are excluded from the weighting.

How do students pass the Master degree?

To be awarded the Master degree, students must acquire the total number of credits, with a pass mark (10/20) for each course module.

Professional experience must amount to at least 16 weeks.

COURSE STRUCTURE:



- Candidates already holding 180 ECTS at degree or equivalent level (three-year bachelor degrees) start in S1
- Candidates already holding 240 ECTS at degree level (four-year Bachelor or Master degrees) join for S2

Courses	ECTS	No. of hours
DEAMIE Catch up courses	30	180
LONDON - October - December		
Megatrends: Understanding How the Future Unfolds	4	15
		12
Business of Frontier Technologies I	4	18
		6
		6
Digital Transformation & Business Strategy	4	30
Creative Thinking	4	30
Change Management	2	15
Entrepreneurship in Industry 4.0	4	30
Workshops: Financial Management	0	6
Workshops: Social Media Technology	0	6
Introduction to Bitcoin, Blockchain and Metaverse	0	6
Workshop: How to Raise Capital	0	6
Workshop : Soft Skills	0	6
LONDON January - March		
Social, Political and Ethical Dimensions in Digital Transformation	2	15

Leadership & Cultural and Emotional Intelligence	4	30
Big Data and Business Analytics	4	30
Company Consultancy Project	4	15
Management in the Era of Digital Transformation	4	30
Workshop: Trading Room	0	3
Workshop: Coding	0	12
Workshop: Automation, Robotics and Flexible Manufacturing Technologies	0	15
Electives: 2*15h among 4 courses = 30h & 4 ECTS		
Financial Markets, Institutions & Regulations	2	15
Fintech	2	15
Operations Strategy and Management in the fourth industrial revolution	2	15
Talent Management	2	15
PARIS April - June		
Scenario Planning	2	15
Business of Frontier Technologies II	4	30
Management of the Digital Transformation Process	2	15
Project Management	4	30
Internship/ work Placement	10	4 months minimum
Research Seminar	3	
Industry Research Report / Thesis	17	
Total Digital Transformation Management & Leadership	90	

Professional Master Thesis

- Research paper or case study
- Defence (rules: 45 min/1 hour)
- 17 ECTS

Internship

- At least four months
- 10 ECTS
- Pass or fail
- Assessment form filled by the company plus self-assessment by the student

TO WHAT KIND OF CAREER MIGHT I GO ON TO?

This specialisation is driven by employment trends and will suit individuals who are looking to enter strategic and holistic roles related to technologies across many industries.

Job Survey conducted among graduates from the MSc in Digital Transformation Management & Leadership specialisation Class of 2022 shows that **97%** of the graduates were employed within 6 months after graduation. Below are the sectors in which graduates are working:

- 41% Consulting
- 31% IT & Technology
- 7% Banking & Finance
- 6% Fashion, Luxury & Cosmetics
- 5% Automotive & Transportation
- 10% Other

HOW DO I ENTER THE MSc in DIGITAL TRANSFORMATION MANAGEMENT & LEADERSHIP?

REQUIREMENTS

- Bachelor degree or Masters in any discipline (minimum 180 ECTS). Candidates with less than 240 ECTS* or equivalent (less than four years of full-time study at a higher education level) will be required to attend an additional online semester from July to September.
- A minimum of 18 months of professional experience (can include internships), preferably in areas related to technology, strategy, finance, marketing business or management
- Two references (ideally one academic, one professional)
- Motivation letter
- English level: TOEFL IBT: 100; TOEFL written: 600; TOEFL computer based: 250; IELTS Academic: 7, TOEIC: 800, Cambridge English C1/C2 (CAE/CPE): 185. Exemptions may be granted if you have studied fully in English for three or more years
- Candidates who choose to enter the specialisation on the UK Graduate Immigration Route will be required to take a SELT-approved English proficiency test (e.g. IELTS for UKVI, PTE Academic UKVI, etc.)

**Due to accreditation regulations, students starting with less than 240 ECTS will need to obtain an additional 30 ECTS at ESCP Business School. The School will offer an additional semester for those students, with a supplement fee of £2,850. Candidates may obtain exemption from attending this semester based on their previous working experience if they have more than three years of post-study work experience.*

PROCEDURE

STEP 1: APPLICATION FORM

- Applications are treated on a first-come, first-served basis.

- As places on the course are limited, we therefore advise you to submit your application as early as possible.
- Applications are made online. The following supporting documents must be submitted with your online application:
 - A copy of your previous transcripts from all degrees to date*
 - Curriculum vitae
 - Photocopy of your passport
 - Language test certificates (if applicable)
 - Two reference letters

*We will only accept original documents in ESCP campus languages (English, French, Italian, Spanish, German or Polish)

STEP 2: ADMISSION INTERVIEW

If your application has been successful, you will be invited to attend the second stage of the process, the admissions interview. During this, candidates must convince the selection committee of his/her abilities and motivation.

Admission tests and interviews will operate with rolling deadlines between November and August for the September intake.

Results will be posted to candidates within approximately three weeks.

STEP 3: CONFIRMATION

Applicants who are offered a place must confirm their acceptance in writing by the deadline indicated in the offer letter. A non-refundable deposit is required to secure a place on the specialisation once admission has been granted. This first deposit is deductible from the first instalment of the overall tuition fees.