Master Droit, économie et gestion mention entrepreneuriat et management de projet parcours Project Management and Business Engineering

Présentation

Publics / conditions d'accès

This ***Master's degree in Project Management and Business Engineering*** is a national degree in line with the standardized European System of higher education. This degree is part of our international Master programs named **"Master in Management" (MIM)**. The Master in Management (MIM) is designed around the framework of:

- an ***Orientation week*** with intercultural integration and team building activities.

- ***Master 1 (Year 1)*** with core curriculum of Management. The Master 1 helps students to understand the rules and practices of an organization as well as the different modalities of its management. The learning outcomes of the first year are then applied in a team-based experience that enables students to learn by action in the real work world.

- ***Master 2 (Year 2)*** with Specialization modules to help students to :

- • Acquire an ability to manage projects according to a wide range of methods, in particular, methods focused on the added value creation;
  • Develop a capacity to analyze a company environment and internal processes enabling an optimizing added creation value process;
  • Acquire the know-how to lead a project team efficiently an international and multicultural environment;
  • Develop an ability to be innovative and creative while analyzing and finding relevant solutions, particularly to overcome risks inherent to projects;
  • Work on simulations, real projects and cases in class to inspire the scope and the stakes of projects in different industries;
  • Learn from international teams and multicultural managers to practice soft-skills and handle complex situations;

- **A professional experience** (***Internship/Job)*** from 3 to 6 months. The professional experience will complete the Master curriculum and offer an "action learning" opportunity.

The Master Diploma is delivered under the control of the French Ministry of Higher Education.

Admission access:

Students can apply from Master 1 (for the 2-year program) or directly to Master 2 (for the final-year program). The Master is open to all students with a Bachelor degree, preferably in management or economics or engineering sciences unless the students have a professional experience of at least 3 months in a company. This creates an ambiance of cultural diversity and knowledge sharing during the course: engineers, social scientists, linguists and management students mix together to share their experiences. Whatever your initial background is (degree and professional experience), we truly believe in candidates' potential and make it our mission to support and guide you to achieve your master's degree and professional project.

The Master Program receives applications all-year- round. Download the Application Form at: **http://iim.cnam.fr/**

Application Requirements:

Mis à jour le 02-06-2026

Arrêté du 30 mai 2025. Accréditation jusque fin 2029-2030. le 30-05-2025

Fin d'accréditation au 31-08-2030

Code : MR12002A

120 crédits

Master

Responsabilité nationale : EPN15 - Stratégies / Emmanuel CAILLAUD

Responsabilité opérationnelle : Olivier FICHET

Niveau CEC d'entrée requis : Niveau 6 (ex Niveau II)

Niveau CEC de sortie : Niveau 7 (ex Niveau I)

Mention officielle : Arrêté du 30 mai 2025. Accréditation jusque fin 2029-2030.

Mode d'accès à la certification :

- Apprentissage
- Contrat de professionnalisation
- Formation continue
- Validation des Acquis de l'Expérience

NSF : Spécialités plurivalentes des échanges et de la gestion (310)

Métiers (ROME) :

Code répertoire : RNCP42354

Code CertifInfo : 105689

Contact national :

EPN 15 Stratégies - IIM
2 rue conté
75003 Paris
01 40 27 26 36
Emmanuelle Rochefort
emmanuelle.rochefort@lecnam.net

• Bachelor’s Degree & Transcript

• Proficiency in English (Toefl IBT: 85 | IELTS: 6.0 | Bulats B2/C1 - 4 skills required)

• Students with Master 1 level are entitled to apply directly to Master 2 depending on the field & duration of Bachelor’s degree and professional experience

Admission process:

- Complete application form in English
- 2 recommendation letters (from professional or academic endorsers)
- Interviews with the Admission board

Download our Application Form at: http://iim.cnam.fr/master-in-management/

For more information and application file, check our page in English on http://iim.cnam.fr/master-in-management/

Objectifs

Project Management and Value Creation:
The stakes of this Master degree is for students to acquire a strong grasp of Project Management in order to become major actors in their company and create high added value products or systems. Students will acquire the ability to understand the market, the company environment and the internal processes generally existing within a company as well as making the best of an international team. Graduates will become key contributors participating in the creation of company’s future through their abilities to create new wealth and values.

This Master is designed for:
• Potential key actors in the creation of added value processes, products, businesses;
• Potential professionals willing to develop an entrepreneurial spirit.
• Potential project coordinator wishing to coordinate a wide range of professional expertise;
• Potential project managers who believe mastering Human Resources skills is crucial for success.

This Master aims at:
• Developing the capacity to master Project Management tools;
• Being able to apply tools and skills in order to produce relevant proposals through an appropriate analysis of a situation;
• Enabling the integrative Project Management skills;
• Being able to integrate Project Management processes and become significant actors to added value creation process within a company;
• Developing Entrepreneurship skills. Project Management combined with Business Engineering are two essential ingredients to develop entrepreneurship;
• Enriching the creation of strong added values at considerable time and cost dimensions of projects.

Modalités de validation

Students must obtain all the credit requirements in the curriculum.

Compétences

Core skills:
• Innovative methods to create some optimum added values;
• Project management methods;
• Business engineering (Added value creation process);
• Human resources management;
• Multicultural project team management.

Career opportunities:
This Master intends to help students start a rewarding career with a large choice of positions and careers:
• Project Management Officer (PMO)

• Project Manager
• Business Plan Entrepreneur
• Project Risk Analyst
• Business Process Analyst
• Junior Program Coordinator
• Innovation and Technology Manager
• Project Portfolio Analyst
• Project Assistant and/or Consultant

Furthermore, thanks to the complete curriculum design of the Master in Management (MIM) concept, the Master in Project Management and Business Engineering also enables students to:

- Master the principles and tools for managers of business units with up-to-date management topics in the real business environment with ***Core curriculum in Master 1***
- Represent the ***management of focused business activities*** as an action (Project Management skills, Business Management skills, Multicultural management and Soft skills) and build a concrete view of the working environment, especially in the specific European business framework with ***Professional skills development*** *(career management, professional experience)* ***in Master 2***
- Achieve ***intercultural and additional competences*** relying on students' original degree in sciences or engineering or students' intercultural experience and engagement.

8 reasons why this Master is the right choice for you:
• Acquire an ability to manage projects according to a wide range of methods, in particular, methods focused on the added value creation;
• Develop a capacity to analyze a company environment and internal processes enabling an optimizing added creation value process;
• Acquire the know-how to lead a project team efficiently an international and multicultural environment;
• Develop an ability to be innovative and creative while analyzing and finding relevant solutions, particularly to overcome risks inherent to projects;
• Work on simulations, real projects and cases in class to inspire the scope and the stakes of projects in different industries;
• Learn from international teams and multicultural managers to practice soft-skills and handle complex situations;
• Study totally in English, the international language for business, and acquire French language as a plus to understand and work with francophone businesses and cultures;
• Study in the center of Paris, the heart of European businesses and headquarters of almost all multinational firms.

Enseignements

120 ECTS

M1 60 ECTS

Financial Accounting	US172N 4 ECTS
Marketing	USM310 4 ECTS
E - Business	USM311 4 ECTS
Human Resources Management	US172Q 6 ECTS
Organization Theory	USM304 7 ECTS
Management of the firm	US172S 4 ECTS
Management Accounting	US172U 4 ECTS
Finance	US172W 8 ECTS
Management of the firm (part 2)	US172X 4 ECTS
Interactive Group Project	UA1719 15 ECTS

M2 60 ECTS

Business Law and Contract Management	USM316 4 ECTS
Career Management	US173C 1 ECTS
Business Ethics and Due Diligence	US173L 4 ECTS
International Corporate Strategy	US173S 4 ECTS
Corporate Social Responsibility	USM30H 4 ECTS
Project Management Fundamentals	US172Y 4 ECTS
Business Model Evolution & Strategic Marketing	USM312 4 ECTS
Management in multicultural contexts	US1734 4 ECTS
Advance Project Management	USM314 4 ECTS

Agile Management	USM315 4 ECTS
Lean transformation and management	USM30A 4 ECTS
Feasibility Study and Business Plan	US1739 4 ECTS
Organization and Team Dynamics	US1733 4 ECTS
Professional Experience and Master Thesis	UAMG16 11 ECTS

Blocs de compétences

Code, N° et intitulé du bloc	Liste de compétences
MR120C12 RNCP42354BC01 Building corporate strategy (Contribuer à un projet entrepreneurial dans un contexte de transformation des écosystèmes d'affaires)	Décrypter les différents écosystèmes de l'organisation actuelle ou en devenir en mobilisant des outils de veille, d'intelligence économique et/ou de prospective nécessaire afin d'identifier de nouvelles opportunités ou risques et anticiper leurs impacts sur le développement d'affaires soutenables. Construire ou coconstruire une vision stratégique en mobilisant des solutions innovantes et alternatives avec les différentes parties prenantes afin de fixer des objectifs et exploiter les nouvelles opportunités durant les phases de création et/ou de développement de la structure dans une perspective de performance durable et de responsabilité sociétale. Coordonner, fédérer et animer les parties prenantes afin de favoriser la création et/ou le développement de l'entité en intégrant les outils technologiques nécessaires et dans une logique de performance durable et responsable. -Conduct strategic analyses using strategic management frameworks and environmental assessment tools in order to identify competitive opportunities and support business decision-making. -Design business strategies by applying corporate, international and partnership strategy models in order to create sustainable competitive advantage. -Develop innovative business models using digital transformation and value creation approaches in order to support organizational growth in evolving business ecosystems. -Assess business opportunities using feasibility study methodologies and financial analysis techniques in order to evaluate project viability and investment potential. -Develop comprehensive business plans using recognized business planning methodologies in order to communicate project value and secure stakeholder commitment. -Present and defend strategic recommendations using evidence-based analysis and effective communication techniques in order to support managerial decision-making and stakeholder engagement.

Code, N° et intitulé du bloc	Liste de compétences
	- Mobiliser des savoirs hautement spécialisés, dont certains sont à l’avant-garde du savoir dans un domaine de travail ou d’études, comme base d’une pensée originale - Développer une conscience critique des savoirs dans un domaine et/ou à l’interface de plusieurs domaines - Résoudre des problèmes pour développer de nouveaux savoirs et de nouvelles procédures et intégrer les savoirs de différents domaines - Apporter des contributions novatrices dans le cadre d’échanges de haut niveau, et dans des contextes internationaux - Conduire une analyse réflexive et distanciée prenant en compte les enjeux, les problématiques et la complexité d’une demande ou d’une situation afin de proposer des solutions adaptées et/ou innovantes en respect des évolutions de la règlementation
MR120C22 RNCP42354BC02 Manage as an expert to answer stakeholders (Conseiller les porteurs de projets en contexte d'initiatives entrepreneuriales et intrapreneuriales)	-Analyze market opportunities using customer behavior analysis, market segmentation and competitive assessment techniques in order to support entrepreneurial decision-making. -Develop marketing strategies by applying value-based marketing principles and marketing mix frameworks in order to create sustainable customer value and market differentiation. -Design digital business development strategies using e-business models, digital marketing tools and performance indicators in order to accelerate business growth and customer acquisition. -Evaluate digital business performance using dashboards, key performance indicators and customer acquisition metrics in order to optimize marketing effectiveness and business outcomes. -Integrate Corporate Social Responsibility principles by applying ISO 26000 guidelines and stakeholder engagement approaches in order to promote sustainable and responsible business practices. -Orchestrate the strategic dimensions of projects by integrating stakeholder needs and cross-functional business perspectives in order to deliver sustainable value for organizations and their ecosystems.

Code, N° et intitulé du bloc	Liste de compétences
MR120C32 RNCP42354BC03 Exercise project management leadership combining hard and soft skills (Conduire des projets entrepreneuriaux dans un contexte de transformations)	Contrôler et mesurer la pertinence et la performance des outils de gestion et de pilotage de projet en prenant en considération les enjeux d'innovation et de développement durable. Programmer, suivre la réalisation et actualisation du business model selon ces principes. Suivre les indicateurs et tableaux de bord établis dans le cadre du business model dans le cadre d'une création, du développement ou d'une reprise d'activité. Auditer, évaluer et analyser les risques tout au long de la phase de création, de développement et ou de reprise afin d'évaluer la soutenabilité du projet et son impact sur la performance globale. Communiquer avec les parties prenantes sur la mise en œuvre des projets en veillant à la qualité des méthodes d'accompagnement du changement et d'ajustement des actions engagées afin de garantir l'atteinte des objectifs visés. '- Initiate, plan, execute, monitor and close projects by applying recognized project management methodologies and governance practices in order to achieve strategic objectives. - Manage complex projects by integrating organizational, technical and stakeholder dimensions in order to deliver sustainable business outcomes. - Lead multidisciplinary project teams by applying effective communication, stakeholder engagement and collaborative leadership practices in order to ensure project alignment and performance. - Manage project scope, schedule, costs, resources and risks using appropriate planning, monitoring and control techniques in order to achieve project objectives efficiently. - Apply Agile methodologies and Lean management principles to improve adaptability, optimize processes and support continuous organizational transformation. - Demonstrate responsible project leadership by applying ethical, collaborative and adaptive management practices in order to foster team engagement and sustainable project success.

Code, N° et intitulé du bloc	Liste de compétences
MR120C42 RNCP42354BC04	Analyser les règles et les normes en menant une veille juridique et concurrentielle pointue sur la législation du secteur et en mobilisant des méthodes de diagnostic structurées. Développer de nouvelles politiques, pratiques et outils en respectant les règles et les normes liées à la création d’entreprise, au développement d'activités et/ou à la reprise. Connaître et s'approprier les règles de protection des innovations. Mesurer et suivre les résultats de l'activité et des processus en définissant, collectant et en exploitant des indicateurs (indicateurs financiers et extra-financiers, tableaux de bord) adaptés aux phases de création et/ou de développement des activités. Développer de actions permettant de protéger les innovations éventuelles et d'atteindre les objectifs fixés en tenant compte des enjeux éthiques, de responsabilité sociale, de diversité, d’inclusion et de handicap.
Exercise systemic approach of processes (Gérer l'activité et les processus entrepreneuriaux et/ou d'innovation)	-Manage contractual relationships by applying international business law and contract management principles in order to define responsibilities, mitigate legal risks and ensure project compliance. -Analyze organizational processes using management, quality and process engineering frameworks in order to improve operational performance and support business transformation. -Manage organizational activities by integrating strategic, operational and innovation management practices in order to achieve business objectives effectively. -Develop project monitoring systems using management information systems and performance indicators in order to measure project progress and support informed decision-making. -Apply legal, contractual and managerial control mechanisms in order to ensure project governance, accountability and achievement of project objectives

Code, N° et intitulé du bloc	Liste de compétences
MR120C52 RNCP42354BC05 Integrate financial models in project management (Piloter la performance globale et la création de valeur)	Mettre en œuvre des politiques ou des dispositifs de pilotage en mobilisant des données financières, opérationnelles et extra-financières et en définissant des indicateurs et tableaux de bord intégrant la performance économique, sociale, environnementale et numérique afin d'animer et fédérer des collectifs. Auditer et contrôler les résultats et risques afin de pouvoir négocier avec ses partenaires d'affaires et fédérer ses équipes autour d'un projet commun, partagé et permettant de soutenir une performance globale. Mesurer les impacts humains, organisationnels, financiers, juridiques et environnementaux en tenant compte des enjeux éthiques, de responsabilité sociale, de diversité, d'inclusion et de handicap afin de sécuriser les pratiques de gestion, de management et de gouvernance et de prévenir les risques juridiques, sociaux et réputationnels. -Analyze financial statements using financial accounting principles and reporting standards in order to assess project and organizational performance. -Evaluate project performance by applying management accounting methods, cost analysis and performance measurement techniques in order to support operational decision-making and value creation. -Apply corporate finance principles using investment appraisal and financial risk assessment techniques in order to support project financing and investment decisions. -Develop performance monitoring systems using financial and operational indicators in order to measure project progress and achievement of strategic objectives. -Identify operational improvement levers by integrating financial, managerial and performance information in order to optimize project outcomes and organizational value. -Manage project performance by applying financial management tools and decision-support methods in order to ensure autonomous project steering and achievement of expected results.

Code, N° et intitulé du bloc	Liste de compétences
	Exploiter des données et utiliser des outils numériques et d'aide à la décision intégrant les apports de l'intelligence artificielle de manière critique et éthique afin de soutenir le pilotage de l'organisation et favoriser la maîtrise des impacts sociaux et environnementaux. Appliquer les cadres juridiques, réglementaires et conventionnels applicables aux organisations en mobilisant les textes de référence et les normes professionnelles tout en en tenant compte des enjeux éthiques, environnementaux de responsabilité sociale, de diversité, d'inclusion et de handicap, afin de sécuriser les pratiques de gestion, de management et de gouvernance et prévenir les risques juridiques, environnementaux, sociaux et réputationnels. Évaluer les risques stratégiques, opérationnels, financiers, sociaux, environnementaux, numériques et cyber via des diagnostics adaptés pour éclairer, voire arbitrer la prise de décision dans des contextes entrepreneuriaux complexes et incertains.
MR120C62 RNCP42354BC06 Establish proper organisational framework (Accompagner les évolutions de l'organisation face aux risques)	-Analyze organizational structures and management models using organization theory and contingency approaches in order to design effective organizational relationships adapted to business needs. -Diagnose emerging organizational needs and organizational challenges using organizational analysis frameworks in order to support organizational effectiveness and transformation. -Adapt project governance by considering organizational structures, delegation of authority, project mandates and managerial responsibilities in order to align project execution with the organizational context. -Identify ethical and compliance risks by applying business ethics principles, due diligence methods and regulatory frameworks in order to support responsible managerial decision-making. -Apply corporate responsibility and due diligence principles in order to strengthen stakeholder trust, organizational integrity and sustainable management practices. -Support organizational evolution by integrating organizational design, governance principles and ethical management practices in order to improve organizational resilience and long-term performance.

Code, N° et intitulé du bloc	Liste de compétences
	Manager des équipes, des collectifs et des réseaux d’acteurs en mobilisant des pratiques de leadership, de communication et de coopération et respectant les enjeux de santé, de sécurité au travail et de handicap afin de favoriser l’engagement et la performance collective. Organiser le travail de manière éthique et inclusive, la coordination et la prise de décision dans des contextes multiples, en prenant en compte les diversités sectorielles et nationales et les technologies les plus adaptées afin de développer une culture entrepreneuriale et organisationnelle commune et adaptée. Réguler les relations professionnelles, partenariales et institutionnelles en intégrant les exigences de dialogue, de négociation et de prévention des conflits dans le but de maintenir ou d'instaurer un climat de confiance et de conformité.
MR120C72 RNCP42354BC07 Integrate leadership as the driver of performance (Manager les équipes et les organisations)	-Lead multicultural and multidisciplinary project teams by applying effective communication, leadership and intercultural management practices in order to foster collaboration and project success. -Develop communication strategies using business communication models, influencing techniques and situational leadership approaches in order to strengthen stakeholder engagement and team performance. -Manage project teams by applying human resource management principles and competency management practices in order to recruit, develop and retain the capabilities required for project delivery. -Assess competency and development needs using performance evaluation and workforce planning methods in order to support individual growth and organizational performance. -Delegate responsibilities and empower team members by applying adaptive leadership and collaborative management practices in order to enhance autonomy, accountability and collective performance. -Support team performance by integrating multicultural communication, human resource management and competency development approaches in order to mobilize diverse expertise in complex international projects

Code, N° et intitulé du bloc	Liste de compétences
	Adopter une posture réflexive et critique sur ses pratiques professionnelles et managériales en mobilisant des outils d'analyse et de retour d'expérience afin d'améliorer la qualité de ses décisions et interventions et de développer ses capacités de leadership et d'apprentissage permanent. Élaborer un projet personnel et professionnel de développement des compétences (les siennes ou celles de ses équipes) et le faire vivre en intégrant les évolutions des métiers et des organisations afin de sécuriser l'employabilité à long terme. Produire une expertise professionnelle mobilisant des supports écrits et oraux (dans différentes langues) adaptés aux parties prenantes en utilisant les technologies les plus adaptées de façon raisonnée afin d'éclairer et sécuriser des choix stratégiques et opérationnels.
MR120C82 RNCP42354BC08 Build career path (Développer une expertise professionnelle au niveau individuel et collectif)	-Analyze professional situations using reflective practice, academic literature and managerial methodologies in order to formulate evidence-based solutions to complex management issues. -Conduct applied research using qualitative and quantitative data collection and analysis methods in order to produce rigorous managerial recommendations. -Prepare and defend professional reports and a Master's thesis using structured academic writing, critical analysis and oral communication techniques in order to demonstrate professional expertise and support managerial decision-making. -Integrate multidisciplinary management knowledge by applying accounting, finance, marketing, human resources and organizational management concepts in order to address real-world business challenges. -Collaborate effectively within multidisciplinary teams by applying project management and collective problem-solving approaches in order to deliver integrated solutions and shared learning outcomes. -Evaluate professional practices by applying continuous improvement and critical reflection methods in order to capitalize on lessons learned and enhance individual and collective performance.