

**PROGRAMME SPECIFICATIONS**  
**MSc in Digital Transformation Management & Leadership**

<b>KEY FACTS</b>	
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 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.

### 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) + Ethics & ESG Research online seminar	450 h 30 h TBD	56 ECTS 4 ECTS 3 ECTS
S4	Professional Master Thesis Internship	>4 months	17 ECTS 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**

Students have to prepare for some lessons, i.e. read text books or other works that can further their understanding of the subject, or prepare a case study, applied exercise or presentation. Homework is done either individually, or as part of a team when it involves case studies and/or group presentations.

### **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 team work.

### **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.
- There is no compensation between modules.
- Resits: Where students are not eligible for compensation 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.
- Students who are successful in the resit will be awarded the credit for that module. The mark for each assessment component that is subject to a resit

will not be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the components that were passed at first attempt.

**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.

**Resit arrangements will be as follows:**

- If the student fails to achieve the minimum qualifying mark in any component, they must resit that component regardless of the aggregate Module mark.
- If the student fails to achieve the pass mark for the Module on aggregate, it will be necessary to resit all components with a mark below the Module pass mark. This includes components without minimum qualifying marks as well as components with minimum qualifying marks.
- The mark for each assessment component that is subject to a resit opportunity will not be capped at the pass mark for the Module. This capped mark will be used in the calculation of the final Module mark (which will be used in the Award calculation), together with any original marks for components that were passed at first attempt.
- If a student receives a lower mark in a resit for an assessment component than that achieved at the first attempt, the lower mark stands (not the first attempt mark even where this was failed). The Assessment Board cannot exercise discretion over which to accept.

**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.

#### Feedback on assessment

#### **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.

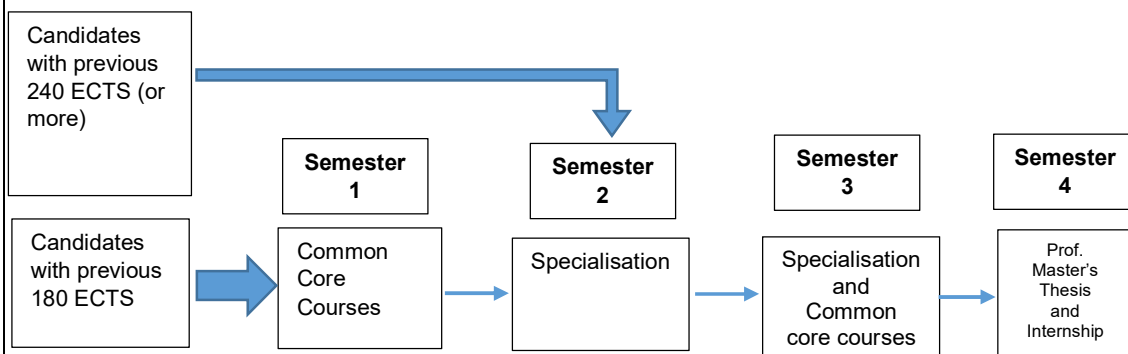
The aggregate degree mark is calculated as the average of the module marks of the programme, weighted according to their credit value. Pass or fail modules are excluded from the weighting.

### 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

#### Semester 1

- Additional academic term for students with a previous 180-ECTS degree
- Organisation: Summer Term (July to September)
- Mix of asynchronous and synchronous courses
- Six 30h courses with 5 ECTS each = 180 ECTS
- Take asynchronous courses during July and August
- Follow synchronous courses in class or online over five weeks (late Aug. to end of Sept.)
- Take (and pass) related exams
- Synchronous Courses (five courses for a total of 75h):
  - 1) will be scheduled over five weeks
    - a. One session per week for the 15h course
    - b. Two sessions per week for the 30h courses = five lectures per week
  - 2) will be taught in class on the Professor's campus
    - a. broadcasted online for distance students
    - b. recorded lessons

#### Semesters 2 & 3

- Specialisation courses = 450 hours
- A specialisation may include non-credited courses, in addition to the above 450 hours

- In line with ESCP phygital strategy, 20% of the specialisation will be delivered online e.g. one or two sessions for 15-hour courses, and two to four sessions for 30-hour courses
- Ethics & ESG: 30h and 4 ECTS (course structure to be confirmed)
- Online research seminar: 3h and 3 ECTS

#### **Semester 4**

##### **1) Professional Master Thesis**

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

##### **2) 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.

The MSc in Digital Transformation Management & Leadership is suitable for anyone considering a career in:

- Consulting
- Project Management
- Digital Business Strategy
- Business/Market Analysis
- Innovation
- Technology Management
- Change Management
- Entrepreneurship and Start-Ups
- Product Management

#### **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: C1

*\*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 £2,650. 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.