

MASTER & MBA PROGRAM

MASTER IN BUSINESS MANAGEMENT

Lead, innovate, and drive organizational performance!

Master Management des Entreprises — Diriger, innover et piloter la performance organisationnelle !

2 years

MASTER 1 (COMMON CORE AND...

120 ECTS

60 PER YEAR, 30 PER SEMESTER,...

2 diplomas

MASTER IN BUSINESS...

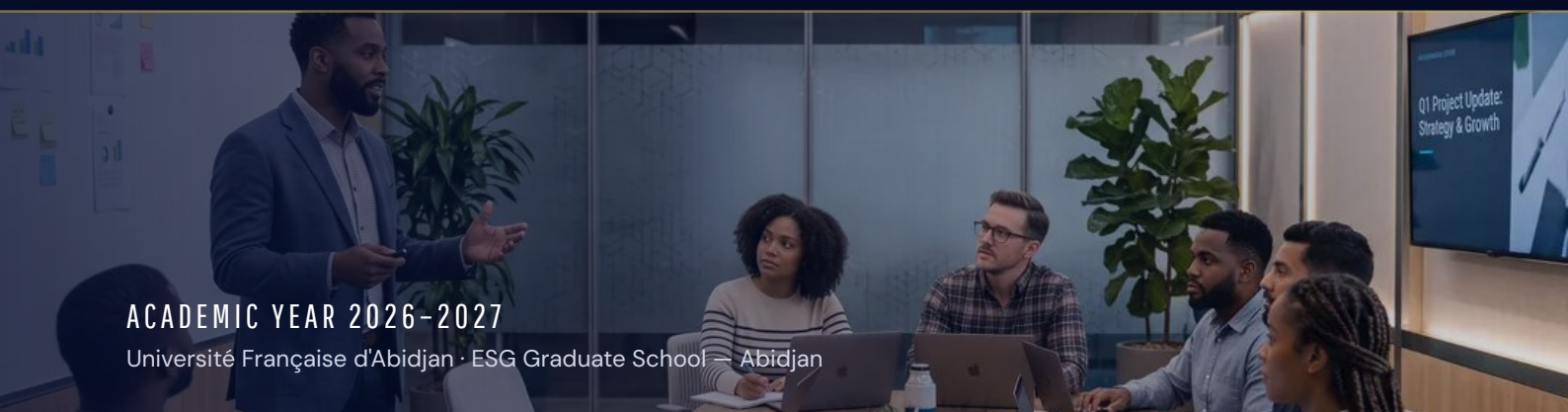
DEGREES AWARDED · DIPLÔMES DÉLIVRÉS

Master in Business Management (ESG Paris)

Master's Degree in Business Management and Strategy (UFRA)

ACADEMIC YEAR 2026-2027

Université Française d'Abidjan · ESG Graduate School — Abidjan



01 PROGRAM OVERVIEW

Présentation du programme

The Master in Management and Strategy trains managers and executives capable of defining a strategy, transforming an organization, and mobilizing teams to deliver performance. Combining strategic vision, mastery of performance levers, and leadership, it prepares graduates for roles in general management, human resources management, project management, and business development.

The Master's is built in two stages.

- ◆ First year, high-level common core shared with the MBA Fast-Track cohort: strategy, financial analysis, management control, OHADA law, data and AI, leadership;
- ◆ First year, Management and Strategy track: advanced leadership, entrepreneurship and fundraising, innovation and design thinking, business and international development, HR management, strategic negotiation, and a business game;
- ◆ Second year, deeper specialization: advanced strategy and organizational transformation, performance management, workforce planning (GPEC), project management and agile methods, talent management, digital transformation, governance and CSR;
- ◆ Second year, professional thesis and long internship.

LEARNING OBJECTIVES

- ◆ Train managers capable of developing a strategy and leading the transformation of their organization;
- ◆ Develop leadership, team mobilization, and talent management skills;
- ◆ Master performance management and strategic control;
- ◆ Lead complex projects using agile methods and support change management;
- ◆ Integrate governance, CSR, and shared value creation into decision-making.

KEY FACTS · REPÈRES

Master · Bac+5

2 years

French

Bac+3 or Bac+4

EXIT LEVEL

DURATION

LANGUAGE OF...

ADMISSION

02 GRADUATE SKILLS

Les compétences du diplômé

Diagnose and decide

Analyze an environment, formulate a strategy, and make decisions under uncertainty.

Manage performance

Deploy strategic control, KPIs, and results management.

Manage teams

Recruit, develop, and retain talent; drive collective performance.

Lead projects

Scope, plan, and deliver complex projects using agile and design methods.

Transform

Drive digital transformation, data, and innovation in service of the business model.

Build ventures and grow

Build a business model, develop new markets, and raise funds.

03 CURRICULUM

Maquette pédagogique

The Master's takes place over two years. The Master 1 common core and the Master 2 shared courses are pooled with the MBA Fast-Track cohort, putting students in contact with working executives and managers.

Stage	Content	ECTS
Master 1 – Semester 1	Common core (shared with MBA): strategy, finance, control, law, data, leadership	30
Master 1 – Semester 2	Management and Strategy track	30
Master 2 – Common courses	Cross-disciplinary courses shared with the MBA Fast-Track cohort	13
Master 2 – Specialization	Specialty courses, applied research thesis, and internship	47
TOTAL Master	2 years, 4 semesters	120
Alternative	Executive MBA Fast-Track, 12 months	90

- Progression rule: each year is worth 60 ECTS, i.e. 30 per semester;
- A year is validated with an overall average of 10/20 or higher;
- Specialty subjects, the thesis, and the internship carry a coefficient of 2;
- Common and cross-disciplinary courses carry a coefficient of 1.

CURRICULUM*

The tables below present the official program structure: subjects and ECTS credits, in teaching order. Indicative structure, subject to pedagogical adjustments.

MASTER 1 - SEMESTER 1: COMMON CORE (30 ECTS)				30 ECTS
<i>Common to all Master 1 tracks. Shared with the MBA Fast-Track.</i>				
Corporate Strategy & Governance	4	Data Analytics, AI & Digital Tools		3
Financial Analysis & Diagnostics	4	Management, Leadership & Change Management		3
OHADA Business Law & Corporate Taxation	4	Negotiation & Professional Communication		2
Management Control & Performance Management	3	Business English		2
Strategic Marketing & Digital Transformation	3	Research Methodology & Seminar		2

MASTER 1 - SEMESTER 2: MANAGEMENT AND STRATEGY TRACK (30 ECTS)**30 ECTS***Opening of the specialization.*

Organizational Management & Advanced Leadership	5	HR Management & Collective Performance	4
Entrepreneurship, Business Model & Fundraising	5	Strategic Negotiation & Relational Intelligence	3
Innovation, Design Thinking & Digital Transformation	4	Business Game / Applied Strategy	3
Business & International Development	4	Internship / Applied Management Project	2

MASTER 2 - SHARED COMMON COURSES (13 ECTS)**13 ECTS***Cross-disciplinary courses common to all M2 tracks, taken with the MBA Fast-Track cohort.*

Orientation & Integration Seminar · Sem. S3	1	Research Methodology & Thesis Support · Sem. S3–S4	3
Professional Uses of AI & Data · Sem. S3	2	Negotiation & Executive Communication · Sem. S4	1
Leadership, Management & Change Management · Sem. S3	2	CSR, Ethics & Transition · Sem. S4	2
Business English & International Communication · Sem. S3–S4	2		

MASTER 2 - MANAGEMENT SPECIALIZATION (47 ECTS)**47 ECTS***Specialty courses, applied research thesis, and professional internship. Complete Master 2 track: common courses (13 ECTS) + specialization, thesis, and internship (47 ECTS) = 60 ECTS.*

Advanced Strategy & Organizational Transformation · Sem. S3	4	Talent Management & Skills Development · Sem. S4	3
Performance Management & Strategic Control · Sem. S3	3	Digital Transformation, Data & Innovation · Sem. S4	4
Human Resources Management & Workforce Planning (GPEC/GEPP) · Sem. S3	4	Governance, CSR & Shared Value Creation · Sem. S4	2
Project Management, Agile Methods & Design · Sem. S3	3	Applied Research Thesis / Professional Thesis in Management · Sem. S4	9
Entrepreneurship, Innovation & Business Development · Sem. S4	4	Professional Internship / Work–Study Program (4 to 6 months) & Report · Sem. S4	8
Business & International Development · Sem. S4	3		

* Programmes may evolve to stay in step with changing professional practice.

04 PROFESSIONAL DEVELOPMENT & ASSESSMENT

Professionnalisation & évaluation

Component	ECTS	When
Applied research thesis (professional thesis)	9	Master 2, semester 4
Professional internship or work-study program (4 to 6 months) and report	8	Master 2, semester 4
Internship or applied Management project	2	Master 1, semester 2
Research methodology and thesis support	3	Master 2, semesters 3 and 4
Business game and applied strategy	3	Master 1, semester 2

THE PROJECT THAT MAKES THE DIFFERENCE

- ◆ The professional thesis addresses a real managerial or strategic issue, submitted by a company or organization;
- ◆ It is supervised by a thesis advisor and supported by a methodology seminar;
- ◆ It is then defended before a mixed panel of faculty researchers and professionals;
- ◆ It carries a coefficient of 2.

OTHER PRACTICAL EXPERIENCES

- ◆ Case studies built on real companies;
- ◆ Business game and company management simulation;
- ◆ Team-based transformation projects;
- ◆ Masterclasses and networking sessions with the MBA Fast-Track cohort;
- ◆ Personalized coaching and peer co-development.

ASSESSMENT AND VALIDATION

Method	Indicative weight
Continuous assessment (case studies, exercises, participation)	30 %
Semester exams	30 %
Applied research thesis and defense	25 %
Professional internship and report	15 %

- Coefficient of 2: specialty subjects, the thesis, and the internship;
- Coefficient of 1: common and cross-disciplinary courses;
- The semester is validated from an overall average of 10/20, and the semester's 30 ECTS are then earned.

05 CAREERS & PARTNERSHIPS

Débouchés & partenariats

CAREER TRACKS

General Management and Strategy

Set the direction and lead transformation.

KEY COURSES

Advanced Strategy and Organizational Transformation · Corporate Strategy and Governance · Performance Management and Strategic Control

CAREER PATHS

General Manager (CEO) · Business Unit Director · Strategy Director · Interim Manager · Strategy Consultant

HR and Talent Management

Turn human capital into a performance lever.

KEY COURSES

Human Resources Management and Workforce Planning (GPEC/GEPP) · Talent Management and Skills Development · HR Management and Collective Performance

CAREER PATHS

HR Director · HR Manager · HR Business Partner · HR Development Manager · Training Manager

Project Management and Transformation

Deliver projects and support change.

KEY COURSES

Project Management, Agile Methods and Design · Digital Transformation, Data and Innovation · Innovation, Design Thinking and Digital Transformation

CAREER PATHS

Project Manager · PMO · Product Owner · Transformation Manager · Organizational Consultant

Entrepreneurship and Innovation

Create, innovate, and grow a business.

KEY COURSES

Entrepreneurship, Innovation and Business Development · Entrepreneurship, Business Model and Fundraising · Innovation and Design Thinking

CAREER PATHS

Entrepreneur · Innovation Director · Incubation Project Officer · Junior Business Angel

Business and International Development

Win new markets, locally and internationally.

KEY COURSES

Business and International Development · Strategic Negotiation and Relational Intelligence · Strategic Marketing and Digital Transformation

CAREER PATHS

Sales Director · Development Manager · Export Manager · Key Account Manager · Business Developer

Governance, CSR and Impact

Drive sustainable and responsible performance.

KEY COURSES

Governance, CSR and Shared Value Creation · CSR, Ethics and Transition · Corporate Strategy and Governance

CAREER PATHS

CSR Manager · Sustainable Development Project Officer · Secretary General · Board Member · Governance Consultant

FURTHER STUDIES

- ◆ Complete the pathway with the Executive MBA Fast-Track (90 ECTS, 12 months);
- ◆ Pursue a doctoral track (DBA).

ACADEMIC PARTNER

A DUAL DEGREE WITH ESG PARIS

A dual degree, two forms of recognition: Master in Business Management awarded through the ESG Paris partnership, and Master's Degree in Business Management and Strategy, accredited by the MESRS (Côte d'Ivoire).

Thesis + internship

PROFESSIONAL THESIS DEFENS...

Bac+3

OR DIRECT ENTRY INTO MASTER...

Hybrid format

IN-PERSON AND REMOTE,...

GET CERTIFIED WITH ICAD EXECUTIVE EDUCATION

The Institute for Executives and Managers (ICAD) offers professional certificates made up of stackable skill blocks shared with the degree's coursework. Blocks completed within a certificate can be recognized toward a degree, and vice versa.

ICAD professional certificate	ECTS
CERT-MGT-01 – Strategic Management and Transformational Leadership	9
CERT-MGT-02 – Business Intelligence and Strategic Decision-Making	7
CERT-MGT-05 – Project Management: Planning and Execution	8
CERT-CGR-01 – Management Control and Performance Management	10
CERT-CGR-03 – HR Strategy and Organizational Transformation	9
CERT-ENT-01 – Entrepreneurship and SME Management	12
CERT-ENT-02 – Executive Program: Lead, Transform, and Scale	25

06 ADMISSION & TUITION

Admission & frais de scolarité

ADMISSION PROCESS

1

Online application

File and transcripts on ufra-esg.org

2

File review

Assessment by the admission committee

3

Motivation interview

On campus or by videoconference

4

Enrollment

Admission decision and confirmation

ENTRY REQUIREMENTS

Your background	You enter	Requirements
Completed Bac+3 (180 ECTS) in business, management, economics, or law	Master 1 – Common Core and Management Track	Solid foundations in business management and a taste for teamwork
Completed Bac+4 or Master 1 obtained	Master 2 – Management and Strategy	Command of management fundamentals and a defined professional project
Working professional or career changer	Master 1 or Master 2 (prior learning assessment)	Experience in supervisory or operational management roles

FEES 2026-2027

Hybrid (in-person and remote), compatible with professional employment. Duration: 2 years. Language of instruction: French. Intake: 2026–2027 academic year.

APPLICATIONS OPEN – 2026-2027 INTAKE

Candidatures ouvertes — Rentrée 2026–2027

[UFRA-ESG.ORG](https://ufra-esg.org)



07 CAMPUS LIFE

Vie de campus

- ◆ Cocody Riviera 3 campus: library, study spaces and project rooms
- ◆ Competitions, business games and inter-school projects all year long
- ◆ Student societies: entrepreneurship, debate & public speaking, sports, culture
- ◆ Career support: annual corporate forum, alumni mentoring

ADDRESS

Cocody Riviera 3, cité coprim2,
rue E139
Abidjan, Côte d'Ivoire

CONTACT

+225 27 224 644 50
infos@ufra-esg.org

APPLY

ufra-esg.org
Intake: October 2026